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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 10 NO. 6 JUNE/JULY 1990

RESTAURANTSUSA

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1990 SHOW THOSE WHO WENT KNOW...

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
7/30 Seattle, WA
7/31 Portland, OR
8/13 Princeton, NJ
8/22 Baltimore, MD
9/11 Minneapolis, MN
9/18 Charlotte, NC

Kitchen Management
8/6 Chicago, IL
8/13 Raleigh, NC
8/20 Lexington, KY
8/21 Knoxville, TN
9/17 Portland, OR
9/18 Tacoma, WA

Foodservice Management Courses

Applied Foodservice Sanitation
7/23 Lionville, PA

Food Cost Management
8/6 New Orleans, LA
8/7 Atlanta, GA
9/24 Tucson, AZ

Franchising for Growth
9/18 Los Angeles, CA

Healthy Profits through Nutrition
8/6 Boston, MA
9/10 New Orleans, LA

Marketing Strategy
9/17–18 Chicago

Off-Premises Catering
8/7–8 Washington, DC
9/10–11 Newark, NJ
9/17–18 San Francisco, CA

Profitability
7/16 Atlanta, GA
7/17 New Orleans, LA
8/20 Chicago, IL
8/21 Cincinnati, OH
9/17 Philadelphia, PA

Promoting Your Restaurant
9/10 Springfield, MA
9/11 Lancaster, PA
9/24 Tucson, AZ

Successful Buffet Management
9/10 Atlanta, GA
9/24 Chicago, IL

Takeout Delivers Profits
9/13 St. Louis, MO
9/24 Columbia, MD
9/25 Chicago, IL

The Labor Issue
8/14 Philadelphia, PA
8/20 Minneapolis, MN
8/21 St. Louis, MO

For information, contact:
Educational Foundation of the National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010 or 1-800-522-7578

If your company is interested in our in house programs, call or write to the attention of Jeff Harrison at the above address.

Note: *All Chicago seminars are held in the educational foundation's conference center at 250 South Wacker Drive.*

EXECUTIVE STUDY GROUP SERIES

Financial Officers
10/3–6 Captiva Island, FL

Foodservice Purchasing Mangers
10/25–26 Tampa, FL

Internal Auditors
9/11–14 Seattle, WA

Labor Relations/Human Resources
10/4–5 Chicago, IL

Large Independent Operators
10/10–12 Kansas City, MO

Management Information Systems
10/9–11 Denver, CO

Marketing Executives
10/17–20 Arlington, VA

Multi-Unit Architects, Engineers and Construction Officers (MAECO)
11/14–16 Miami, FL

Quality Assurance
10/1–3 San Antonio, TX

Safety Officers
8/6–8 Kansas City, MO

Tax Executives
10/3–6 Captiva Island, FL

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the afore-mentioned disciplines from member foodservice companies are welcome and encouraged to participate.

COURSES AND BOOKS AVAILABLE

Certification Courses
Applied Foodservice Sanitation
Applied Foodservice Purchasing
Managing Quantity Food Production
Management by Menu
The Financial Ingredient in Foodservice Management
Foodservice: A Managerial Approach
Legal Aspects of Foodservice Management
Foodservice Supervision: Achieving Success through People
NEW! Effective Foodservice Marketing
NEW! Introduction to the Foodservice Industry/ Introduction to Foodservice Management

Self-Development Courses
Protecting Restaurant Profits: Managing Security
Effective Communication
Managing People
Restaurant Operations and Control
Restaurant Purchasing
Bar and Beverage Management
Helping People Grow
Service: Managing the Guest Experience

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RESTAURANTS USA

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designed just for members.

Look for more details in this issue!

PRESIDENT'S REPORT

Michael E. Hurst, owner
15th Street Fisheries, Ft. Lauderdale, FL

This year's Show the biggest

This is my first report to you as president of the National Restaurant Association. I look forward to working with you in the coming year. I know it will be a year of accomplishments that will benefit all of us who are part of the foodservice industry.

The figures are in. This year's Show, with 108,713 attendees, was bigger than ever. That should come as no surprise if you were there. The Show floor was always a sea of action with people from all over the country and even the world visiting the more than 2,000 booths.

There were, as usual, many fascinating exhibits. The new floor on the McCormick Place North lobby level drew crowds every day to its Seafood Center, the Wine and Spirit Way and the Illinois Pavilion. Thousands attended seminars to learn ways to improve their operations and how to face the challenges of the '90s. And there were always crowds watching the exciting ice carving competition and the chefs' tryouts for Culinary Team USA.

If you didn't make it to the Show this year, start planning now to attend next year. It's a sure way to find out what's happening in the industry.

Kickoff of "We're Glad You're Here!" campaign

At the Show we announced the return of the "We're Glad You're Here!" campaign. The time is ripe. Our industry is faced with greatly increased competition. More restaurants are dividing the consumer dollar.

Competing in the '90s will take more than the right location, good food and good prices. It will also take good service delivered by a staff of friendly people who care. That's what hospitality is all about.

We have to see that the focus of management changes from profit to people. The "We're Glad You're Here!" campaign will help you accomplish these two goals: (1) It will help you sensitize your staff to the need for friendly service, and (2) It will provide the materials and ideas to promote your improved service.

Each member company will receive a brochure and an order form for "We're Glad You're Here!" before the end of July.

New electric code means savings

Past association president Jim Peterson was at this year's Show to announce the successful completion of a three-year project to revise the National Electric Code. The new code reduces the amount of excess capacity for power that all owners are required to provide. We expect this change to save restaurant owners and chains between $3,000 and $30,000 in construction costs on most new units built. This is something every owner ought to look into before building a new facility.

Grassroots effort scores victory in ADA fight

The Americans with Disabilities Act (ADA) is close to becoming a law. But chances are improving that the final bill will include an amendment allowing restaurant managers to place employees with communicable diseases, including AIDS, in nonfoodhandling positions. The amendment, included in the House version of the legislation, received an endorsement from the Senate, thanks to active lobbying by industry representatives, state restaurant association executives and restaurateurs from around the country, who flew into Washington to ask their senators to support the amendment.

Even though the association has exerted great effort

to assure the public that AIDS is not a foodborne disease, there are still many people who would refuse to patronize establishments if it became known that a chef or waiter had AIDS. By instructing conferees hammering out the final version of ADA to include the amendment in the bill, many members of Congress have demonstrated their recognition of the role public perception plays in a restaurant's success or failure—especially in the area of food safety.

Awards given for efforts in employing the disabled

As an example of our industry's commitment to helping disabled persons, the association gave out awards at the Show to three companies and two individuals active in the area of employing disabled.

Friendly Ice Cream Corporation; Marriott Corporation; McDonald's Corporation; Ron Trull, director of supported employment for the Texas Rehabilitation Commission; and Ninia Downs, state placement coordinator for the Ohio Rehabilitation Services Commission, were cited for recognizing that people with disabilities are a highly valuable, though often overlooked, resource.

New report on labor

The association's research department has published its latest Current Issues Report, *Foodservice Employers and the Labor Market*. The foodservice work force, like the country's labor force, is undergoing significant demographic changes that employers need to understand if they are to adapt to their employees' needs. The report contains a profile of today's foodservice employee and results of a new Gallup survey assessing how restaurant managers respond to tight labor markets.

The report will be mailed to key members; additional copies can be ordered from the association's publications department by calling 1-800-424-5156 or (212) 331-5900.

Please return wage survey

Also in the mail to key members is a questionnaire regarding wages for hourly employees. Please complete the questionnaire at your earliest convenience; we will use the information to compile an hourly wage report—to be published later this year.

New members join association

We welcome the 223 new members who joined our association in May and June. Your participation in the association's programs will strengthen both your own businesses and the industry as a whole.

Sincerely,

Michael E. Hurst

Michael E. Hurst
President and Chairman of the Board

COVER STORY: 1990 SHOW REPORT

12 With changes in technology, products and services, the Show floor becomes an increasingly important focus for operators who want to remain competitive. Don't miss this report of Show-floor highlights, including some of this year's special events.

SPECIALS

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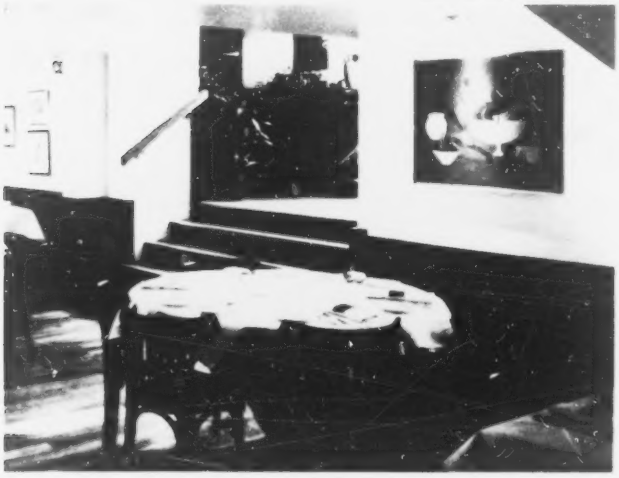
The recent Department of Labor crackdown on the illegal employment of minors has made many foodservice operators wary of hiring young workers. An internal audit specialist outlines how his company's successful program for hiring and working with minor employees allows it to take advantage of this valuable labor resource while staying well within the boundaries of the law.

Union Square Cafe



24 Adding smoked foods to menus
The piquant flavor and versatility of smoked foods have made them standouts on menus. Find out how and why restaurateurs are turning to smoked foods, but don't miss the sidebar about food-safety and environmental concerns.

26 Keeping interest alive with special event dinners
Theme dinners, such as regional ethnic meals and beverages, require a great deal of planning and preparation, but the payoffs include enthusiastic customers who come back again and again.

30 Viewpoint—What's a consultant?
A foodservice consultant explains how hiring a qualified consultant can be a wise business decision.

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With customers more willing to buy top-shelf liquors, knowledge of what makes up a good single-malt scotch collection can be a handy sales tool for restaurateurs.

Show photos by Oscar & Associates, Tony Romano and Steinkamp & Ballogg Photography, Chicago. Spot art by Liz Dalgetty. Cover photo by Mark Ballogg and James Steinkamp.

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Casual, interactive dining concept opens in Seattle

A luncheon stroll. **When the first Zoopa restaurant, a new concept by Restaurants Unlimited, opened in the Seattle area this spring, lunch counts were double the projections. Zoopa's arcade is reminiscent of a farmer's market, with hand-painted signs and bright kiosks. Customers are encouraged to sample and select their portion sizes. The menu includes Italian, Thai, Chinese and African specialties.**

Revised electric code brings down construction costs

At a press conference held during the National Restaurant Association Show, association past president Jim Peterson announced the successful completion of a three-year project to revise the National Electric Code, which reduces the amount of excess electrical capacity restaurant owners build and pay for. Estimated savings are projected to run from $3,000 to $30,000 on most new units built.

The National Restaurant Association worked closely with the Electric Power Research Institute (EPRI) and the Edison Electric Institute (EEI) to lobby for the code revision. The new section is part of the 1990 National Electric Code, which was officially passed by the National Fire Protection Association in May 1989. In the year since passage, the National Restaurant Association, with help from EPRI, has done an in-depth study to estimate actual construction cost savings from applying the new code.

Call for "ethical" case histories

Northern Arizona University's Isbell Center for Hospitality Ethics would like to hear from you about your experiences involving ethical issues in the hospitality industry.

The center hopes to develop a series of "teaching cases" that demonstrate creativity, moral leadership, integrity and/or courage in the decisionmaking process.

Send your case histories to: Dr. William E. Miller, Director, Isbell Center for Hospitality Ethics, School of Hotel and Restaurant Management, Northern Arizona University, P.O. Box 5638, Flagstaff, AZ 86011-5638.

"We're Glad You're Here!" campaign is back

The National Restaurant Association is bringing back the popular "We're Glad You're Here!" promotional campaign, a consumer-oriented program designed to build business by reaffirming the spirit of hospitality in restaurants.

"If the entire restaurant industry gets behind this promotion, it will lead not only to more sales for participating restaurants, but also to increased goodwill for the industry as a whole," says National Restaurant Association President Michael E. Hurst. "One of the association's main missions is to promote eating out, and this is a proven way of doing it."

Restaurant operators can participate in the program by displaying some of the many "We're Glad You're Here!" materials the association is making available, including server buttons, table tents, coasters, napkins and placemats. Hurst is quick to point out, however, that the campaign goes deeper than merely displaying the logo.

"For the appreciation to really come through, the operator has to work with the staff on the fundamentals of hospitality. The staff has to believe in the program and in the message beind the program," says Hurst.

The current "We're Glad You're Here!" program is based on the highly successful promotional campaign in the early 1970s that helped fuel major gains in restaurant attendance in that decade.

"We're Glad You're Here!" materials, updated for the '90s, will be available for purchase this month.

High school opens kitchen to train 350 students

Starting early. **Hyatt Hotels Corporation President Darryl Hartley-Leonard (center) samples hors d'oeuvres prepared by students at Roberto Clemente High School in Chicago. The students, with the help of Hyatt Regency Chicago Executive Chef Robert Lang (second from left), were celebrating the opening of a new foodservice kitchen at the high school. The $500,000 kitchen is designed to provide 350 high school students with marketable job experience. It is a joint venture between Youth Guidance, Hyatt Hotels Corporation and the Board of Education.**

Pennsylvania restaurateurs brunch for books

More than munchies. **The Pennsylvania Restaurant Association's Philadelphia-Delaware Valley Chapter held a champagne and caviar brunch in honor of Chef Louis Szathmary. All $3,000 in proceeds were donated to the "Louis Szathmary Book Fund" at Johnson & Wales College.**

Pictured from left: Joel Assouline of Assouline & Ting, Inc., who hosted the brunch; Philadelphia Chapter President Nicholas Zoto of Zoto's Diner/Restaurant; Chef Louis; and David Mink of Sansom Street Oyster House.

Marriott workers take their kids along

The time has come for Marriott workers to bring their children to work. Marriott Corporation announced that it will open an on-site child-care center this fall at its international headquarters in Bethesda, Maryland.

Thirty-nine slots have been allocated for children up to age two; 24 slots for toddlers between two and three.

The tuition and fees will be paid through payroll deductions and will range from $100 to $160 per week, depending on the child's age. Tuition assistance is available for qualified employees.

Hot lunches and snacks are included in the weekly fee for toddlers. Dinner is available if requested in advance.

The center will be developed and operated for Marriott by Corporate Child Care, Inc. (CCC), a Nashville-based firm that specializes in employer-based child-care services.

New cooking show looks for stars

"Great American Recipes," a new daily cooking show being produced by Reid/Land Productions for the Nashville Network Cable System (TNN), is looking for chefs and food experts with personality. The show, planned for January 1991, will feature guest chefs/food experts and segments on food products and services. The pilot will be taped in September, and the first 65 shows (13 weeks' worth) will be taped in November and December. Guest chefs/food experts will tape five shows each, to be aired as a week-long series. The taping of those five shows will be done in one day, and the producers will pay travel expenses and a performance fee. They also promise to promote the chef's restaurant/book/video during the segments.

For further information, contact Melissa Cross, Reid/Land Productions, 2806 Opryland Drive, Nashville, TN 37214; (615) 885-1587.

Helping the hungry

Dear Editor:

In reading the April edition of ***Restaurants USA,*** I noticed the captioned picture under "Short Orders" concerning the fight for hunger. I thought you might be interested in what I am doing to help fight hunger.

Since I opened about 16 months ago, I've tried to prepare simple, fresh yet hearty meals for the homeless here in Stamford and in Fairfield, Connecticut (yes, even "affluent" Connecticut has more than its share of hunger)—not leftovers, but freshly prepared meals. Instead of joining groups, I felt getting food right to those who need it, at least for me, was the best way to return something to the community that has supported me.

Currently, I'm continuing the program through the Archdiocese of Bridgeport (even though I'm a "nice Jewish boy from the Bronx"). The Archdiocese handles the feeding program here in Stamford for an organization called Operation Hope.

By the way, we're not big—only 45 seats. But we are busy; our 1990 volume should be over $700,000. We're currently looking for our next location, and I will continue the homeless program no matter how big I grow.

—Harold J. Falber
Harry's TX Barbecue & AZ Grill
Stamford, CT

A Presidential greeting

THE WHITE HOUSE
WASHINGTON

May 18, 1990

I am pleased to send my greetings to all those gathered in Chicago for the 71st Restaurant, Hotel-Motel Show.

Your industry is a major part of America's food distribution system, serving meals to nearly half our nation daily. Our country's food service industry provides jobs to over eight million Americans, and many of our Nation's youth are first employed in this field. I am happy to salute the members of the National Restaurant Association for your commitment to professionalism, for the vital contributions you make to our economy, and for your service to the American people.

Barbara joins me in sending best wishes for a productive trade show.

George Bush

Doing his part to save the planet

With ecology ever more in the public eye, ***Restaurants USA*** *introduces this column to share ideas and information on the environment. This month's "Eye on the Environment" focuses on restaurateur and environmentalist Peter Morton, who was a presenter at this year's Show. Look for upcoming columns to feature other industry environmental programs, policies and innovations.*

When it comes to the environment, there is no restaurateur more committed to doing his share than Peter Morton. The owner and president of the successful Hard Rock Cafe chain with 10 units throughout the world is at the forefront of the environmental movement and brought his message to this year's Show during his "Save the Planet" presentation.

Several hundred restaurateurs gathered to hear Morton describe his company's environmental programs and policies, which began about five years ago. He outlined the extensive recycling program the company has implemented, which is the cornerstone of the Hard Rock Cafe's environmental efforts. Each unit is required to recycle all of its glass, cardboard, plastic and tin. The company recycles 2½ million tons of glass and 500 tons of cardboard every year. The proceeds from recycling are donated to environmental groups chosen by the staff, including the World Wildlife Fund and the Rainforest Action Network.

Among the many environmental measures Hard Rock has instituted is a review of its energy consumption. Morton explained how small decisions, such as using compact fluorescent lightbulbs or making sure the refrigerator is not too cold, have brought huge energy savings to each unit. Morton urged members of the audience to schedule a free energy audit of their restaurants by their local utilities, so they can locate areas that are wasting energy—hurting both the environment and their bottom line.

Because he opposes the use of chemical pesticides, which he believes contaminate foods, Morton is also committed to serving as many organic foods in his restaurants as he can. Hard Rock buys much of its produce from farmers who use alternative methods of pest control, including crop rotation and beneficial insects.

Although locating suppliers who do not use chemical pesticides can be difficult and expensive, Morton pointed out the marketing advantages. "Let your customers know that the lettuce in their Caesar's salad is grown without pesticides, and they will be pleased. They will support organic foods." As more people begin to demand organic food, he claimed, the supply will increase and the prices will become competitive. But until they do, Hard Rock will tolerate the higher food costs to bring its customers organic products.

Hard Rock also shops for nonfood supplies that meet its environmental standards. For example, each unit stocks only unbleached coffee filters. "The dioxin used to bleach coffee filters pollutes rivers," Morton told the audience. The company uses cleaning solutions without caustic materials, purchased from a company that manufactures only environmentally safe products. Morton maintains that suppliers will change to meet industry demands. He related a story of a souvenir supplier that changed its styrofoam packing material to shredded newspapers in order to meet Hard Rock's standards.

Special department handles details

Hard Rock has created a "Save the Planet" department that is responsible for coordinating the company's environmental policies. The department, which takes its name from the Hard Rock's corporate motto, collects information from environmental groups and conducts its own research. It also spends a great deal of time offering assistance and encouragement to other restaurateurs who want to "review their policies in the face of environmental issues." Morton urged restaurant owners and managers to call the Save the Planet department in the Los Angeles corporate office if they need help implementing environmental programs, such as recycling, or to receive a list of contacts in each state for finding or ganic food items.

Getting employees involved

Morton explained how educating employees has been crucial to the success of his company's environmental programs. Since front-line workers must implement company policies, Morton knows employees must be committed to the organization's causes. To help make them feel that they are a part of the movement, Morton writes personal letters to be included with employee paychecks. Employees also receive a quarterly newsletter that describes the company's environmental programs and their progress.

The company's efforts have paid off. "A survey of our employees shows that they think our 'Save the Planet' program is the best thing to happen to our company," Morton said.

Morton urged his audience to join him in his fight to save the planet. "We aren't doing anything that you can't do. Every owner and manager in this room can and should do his part. I challenge you to get involved."

—Elizabeth Wallace

ADA moves closer to enactment

A civil-rights bill that offers expansive new legal protection for Americans with disabilities is close to becoming law.

Passed by the House on May 22 and by the Senate last September, the Americans with Disabilities Act (ADA) was approved by a joint House-Senate conference committee June 25.

The conference committee's report must be approved by both chambers of Congress before it can be sent to the White House for President Bush's signature. The President has indicated that he will sign the bill.

ADA's provisions may take effect as soon as 18 months after enactment. Employers will be required to make "reasonable accommodations" to the needs of disabled workers, and public places will have to take all "readily achievable" steps to make themselves accessible to disabled patrons.

To the foodservice industry's dismay, the House-Senate conference committee failed to include a National Restaurant Association-supported amendment contained in the House bill in its final report.

The "Chapman amendment," named after Rep. Jim Chapman (D-TX), would have allowed foodservice operators to reassign workers with communicable or infectious diseases into nonfoodhandling positions, at no loss of pay.

Although the language was not part of the Senate bill, senators voted 53-40 last month to instruct their conferees to accept the amendment. However, Senate conferees ignored the instructions.

The National Restaurant Association is lobbying Congress to send ADA back to the conference committee so the Chapman amendment can be included.

Representatives at the Show

Tennessee Reps. Bart Gordon (D) and Don Sundquist (R), second and third from left, were two of the 20 members of Congress treated to a two-day visit to the National Restaurant Association's annual trade Show in Chicago this May.

During the annual Congressional Visit Program, which is designed to give lawmakers a better understanding of the foodservice industry, members of Congress went on a grand tour of the Show floor and discussed legislative issues with association directors.

DCROUNDUP

☐ *President Bush expected to veto family and medical-leave bill.* After five years of debate, Congress sent a bill to President Bush last month that would require employers to allow workers to take up to 12 weeks of unpaid, job-protected leave to care for a newborn or for a parent, child or spouse with a serious health condition.

The legislation, passed by the House in early May and the Senate in mid-June, is likely to be vetoed by the President, who remains opposed to all federally mandated benefits.

Anticipating a veto, the National Restaurant Association is asking lawmakers to support the President's position when the legislation returns to Congress for an override vote.

☐ *List of cosponsors for FICA tax repeal grows.* Ten senators and 111 representatives are now backing a National Restaurant Association-supported bill to repeal the 1988 law requiring employers to pay Social Security taxes on all tips their employees report.

Realizing that Congress's tax panelists are reluctant to consider any revenue-losing measure, the association is trying to create more momentum for the repeal effort by lining up as many cosponsors as possible.

The Senate Small Business Committee held its first hearing on the FICA-tax-on-tips issue on June 28, during which the National Restaurant Association testified.

☐ *Alcohol-sellers' tax due this month.* The federal Bureau of Alcohol, Tobacco and Firearms (BATF) recently warned all retailers selling alcohol that they must pay a $250 annual "special occupational tax" by July 1. BATF, which is enforcing the law zealously, says employers are liable even if they were never notified about the tax. The agency has been sending reminders to retailers since May but acknowledges that its lists are incomplete. If you have not received your bill, contact BATF at (202) 566-7568.

—Denise Roach

EMPLOYING MINORS LEGALLY

A look at how one company successfully ensures compliance with legal requirements for employing minors.

by Michael Magnus

Secretary of Labor Elizabeth Dole has been aggressively enforcing child-labor laws and seeking out violators by adding federal labor inspections to regularly scheduled inspections performed by state labor departments. These inspections seem to be focused on, but are certainly not limited to, employers of 14 and 15-year-olds. One recent sweep of 2,000 establishments could result in fines in excess of $5 million. Dole has indicated that more federal inspections are planned for the near future.

In addition to these added federal inspections, some states have created or are adding restrictions regarding the employment of minors. With all this increased attention, it may be time to review procedures for hiring minor employees.

Despite numerous problems associated with hiring minor employees, it bears mentioning that they are a valuable resource for filling vacant positions. In fact, at our company, Chi-Chi's, most of the minor employees hired turn out to be excellent workers. Because most minor employees want to work—rather than have to work—they tend to do a good job. And we have found that they tend to stay longer than other employees and gradually get promoted, even to management positions.

Michael Magnus is manager of the internal audit department of Chi-Chi's Restaurants in Louisville, Kentucky. He was elected to the steering committee of the National Restaurant Association's internal audit group in April 1988. He served as chairman of the April 1990 meeting

EXHIBIT

STATEMENT FOR MINOR EMPLOYEES

OBJECTIVE:

To ensure our obligation to comply with minor labor laws and to protect our license to serve the public, CHI-CHI'S WANTS TO MAKE ABSOLUTELY CERTAIN THAT ITS MINORS DO NOT WORK ILLEGALLY.

The restrictions are as follows:

MINIMUM AGE:

Minors must be 17 years of age and have written permission from school principal. Exceptions for 16 and 17-year-olds:

1. Financial hardship verified and approved by the Department of Labor.
2. Minor employees working under a state-registered public service program. Documentation of the program and approval of the Department of Labor required.

HOUR RESTRICTIONS:

All minors:

- Must receive a documented full 30-minute break before 5.0 hours of work.
- Must work no more than 30 hours per week and six consecutive days.
- Must not work before 5:00 a.m. or after 12:00 midnight when school is scheduled the following day.
- Must not work on hazardous equipment, which includes but is not limited to, our Buffalo chopper, Hobart mixer, and food slicer.

When confronted with any of the above circumstances, !!!!DO NOT!!!! break the law. If for any reason you violate the above, you must inform the general manager or area supervisor immediately, but in no event later than 48 hours after the violation occurs.

As a minor in the work force, I am governed for my protection by more stringent laws than adults. My employer also must abide by these laws, but since the laws are for my protection, I must help in seeing that the law is enforced.

I have read and understand the definition and procedures set out above, and I have discussed them with my manager. I also understand that if I violate these laws or allow the laws to be violated without reporting the violations to my superior or general manager, I WILL BE FIRED.

EMPLOYEE: _____

MANAGER: _____

DATE: _____

March 1990

Two major areas of compliance

There are two main categories that employers must be aware of when employing minors. The first one concerns documentation; the second is the number of hours and times minors are permitted to work.

States differ with respect to their documentation requirements. Typical documents required include one or more of the following:

- Work permit
- Promise of employment
- Wage agreement
- School-hour documentation
- Parental permission
- Proof-of-age certificate.

Often one or more of these documents must be completed and on file before the minor *begins* to work.

In addition, some states allow minors to work past the normal hour requirements if they have a signed "Deviation of Hours" form. This form is usually signed by a parent and in some states the local or state labor board. Chi-Chi's decided against using this form. It has taken the position that employing minors past reasonable times might interfere with their school work. Also, it becomes difficult to remember which employees have the Deviation-of-Hours form and which do not, making it hard to track each employee's available hours.

Hour restrictions vary from state to state and sometimes by age. Examples of the hour restrictions placed on minors include:

- Number of hours permitted to work daily
- Number of hours permitted to work weekly
- Restrictions on beginning and ending times
- Number of consecutive days worked
- Break times: Some states require that employees be given a break before they work a number of consecutive hours (usually before 5.0 hours). This break must be taken for the full time allotted (usually one-half hour).

Our company's approach

Chi-Chi's began a compliance program a little more than two years ago. Because Chi-Chi's is a national chain, at first it tried to institute a universal set of guidelines that would meet or exceed all state and federal requirements. Initially, this procedure was a great awareness-building tool for our restaurant managers. But with the shrinking labor market and growing competition for employees, it became a noncompetitive policy when our corporate guidelines were more strict than those of a particular state. As a result, we started losing some employees to restaurants that were less restrictive.

Two successful forms

Rather than use one set of guidelines, we then left it up to our area supervisors and restaurant managers to abide by their particular state and federal restrictions. We made sure they were aware of their state's restrictions by creating a "Memorandum to All Store Managers." This form states what the legal requirements are for each specific state and presents detailed procedures for scheduling and managing minor employees. Chi-Chi's requires each manager and supervisor to read and sign this form, and then the company places the form in the manager's file. The form makes each manager aware of the restrictions for each state regarding minor employees and holds managers responsible for compliance.

In addition, our company created another form called the "Statement for Minor Employees" (see Exhibit). Each new minor employee must read and sign this form *before* he or she begins work. This form explains our policies and applicable restrictions for the state where they are employed. The form also makes it very clear to minor employees that compliance is as much their responsibility as ours. We state that the employee may face possible disciplinary action for not complying with the restrictions noted on the form. After the employee signs the form, it must be approved by the manager who places the form in the employee's file.

We have found that by making employees responsible for complying with the restrictions, they can help us control their time worked. One state labor inspector (who previously cited us for minor-employee violations) liked our minor-employee statement form so much he asked if the form could be used as an example to other restaurants in the area.

Chi-Chi's also keeps a watchful eye on minors after they are hired. As part of our regular internal audit programs, we include a thorough review of minor-employee files and time cards. Our area supervisors are also required to perform an audit of each of their restaurants approximately once a quarter. This audit also includes a section on minor employees and includes a review of employee files and time cards. In addition, a member of management is required to audit minor time cards each week and report any violations to the area supervisor.

In sum

We found that controlling minor employees begins by educating management and employees about the restrictions. Next comes assigning responsibility to field managers and the employees themselves. Last, but not least, is constant monitoring to ensure that restaurants are continually in compliance with federal and state restrictions. ⌟

Internal Audit Study Group

This information was first presented at the April 1990 meeting of the National Restaurant Association's Internal Audit Group, where it generated a great deal of interest. The Internal Audit Group consists of National Restaurant Association members who are employed in the internal audit department of a restaurant chain. This study group meets twice a year. The next meeting will take place September 11–14, 1990, in Seattle, Washington.

The topics and presenters are chosen by those attending and differ each meeting. In addition to the session topics, open discussions are also scheduled that encourage all attendees to discuss specific questions or concerns. Over the years there has been a significant amount of information from these meetings that has been assembled into a library that is kept at the National Restaurant Association headquarters in Washington DC.

1990 SHOW

WELCOMING THE '90s WITH A NEW FLOOR—AND SPIRIT

Inside this report:
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At the first Show of the new decade restaurateurs from all over the country gathered in Chicago to find new ideas to bring back to their businesses. And once again the Show didn't disappoint the 108,000 attendees. The opening of a new Show floor brought the total exhibit-floor space to 600,000 square feet and more than 2,000 exhibitors, with suppliers represented for every aspect of the foodservice business.

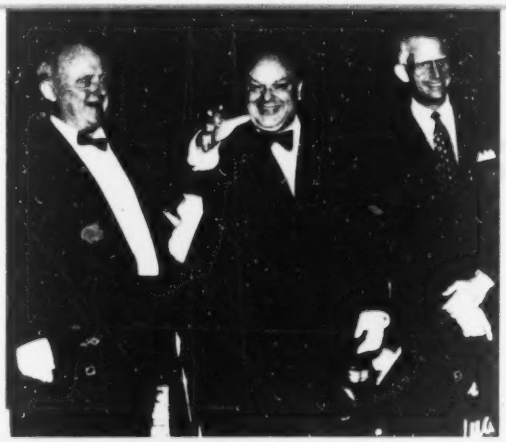
Grand opening of new floor

More than 38,000 attendees visited the new floor in McCormick Place North. Exhibitors on the new floor—most of whom were at the Show for the first time—were thrilled with the turnout. The Everfresh Juice Company, for example, estimated that it gave away more than 10,000 samples of its sparkling juice, and had to send to its headquarters for more.

The 26 exhibitors in the Illinois Pavilion, which clustered suppliers from around the Chicago area into one central aisle, were gratified to find such a large number of potential customers at the Show. For attendees, the advantage was being able to talk face-to-face with the representatives with whom they would deal in the future.

The new floor also featured a Seafood Center with more than 20 purveyors and the Wine and Spirit Way, a collection of 34 wine suppliers from around the country and the world.

The new floor had a natural drawing card in the popular ice carving competition located at the back of the exhibits. ❑



Columnist Jack Anderson urged restaurateurs to take part in the political process and to watch for government misuse of power. "The President is our employee, not our master," he said.

The new association officers enjoyed a moment together at the Grand Banquet. From left: president, Michael Hurst of 15th Street Fisheries, Ft. Lauderdale, Florida; vice president, John Farquharson of ARA Services, Inc., Philadelphia; treasurer, Richard Marriott of the Marriott Corporation, Washington DC.

Rusitzky: A Year of Focus on the Environment

When outgoing National Restaurant Association President Harris "Bud" Rusitzky gave his farewell speech at the Show, it was the culmination of a year of focusing on the environment. From the very beginning to the end of his term, Rusitzky has worked to make foodservice operators aware of the problem of solid waste and to educate them about what they could do about it.

Rusitzky could be justly proud of what the association has accomplished under his leadership. As he told his audience in Chicago on the opening day of the Show, "Foodservice operators across the country have become involved. They are correcting misperceptions regarding the amount and nature of the waste we generate. They are implementing waste-management programs in their own operations, and they are taking the initiative in developing well-balanced solid-waste plans for their communities."

When Rusitzky became association president last year, one of his first official acts was to hold a press conference at the Show to name solid waste as the key area of concern for his coming term. During his tenure, Rusitzky stayed true to his conviction—calling often on the restaurant industry to become part of the solution, not the problem. He urged foodservice operators to cooperate with state restaurant associations, local agencies and governments to come up with answers to waste-disposal problems. Under his sponsorship the association produced new publications on the subject, and its regular publications carried countless stories about solid waste. The association also held a one-day symposium in Washington DC, in which it gathered together speakers knowledgeable on all aspects of solid waste—to help operators learn more about the problem and what they could do about it.

But, Rusitzky emphasized that the activity of the past year is only the beginning. He predicted customers will demand that foodservice be active in the ecology area. He said customers will want foodservice to avoid supplies that contain damaging substances and foods that require processing that results in damaging substances as a by-product. "Our customers will ask, and then insist, that we make a positive contribution to the ecology of the planet," he said.

For now, he declared, operators need to become knowledgeable about environmental problems, so when the time comes, we can make intelligent decisions and explain them to our customers. We also need to talk to our suppliers about the kinds of products we will need in the future. Those recycled or unbleached or otherwise benign products may not be available right now in the quantity we need, but they could be if our suppliers are informed that the market is there, he said. Involvement in environmental issues is another challenge that I'm certain our industry will take in stride.

Rusitzky's interest and involvement in environmental issues is not ending with his presidency. He has already begun working with other foodservice organizations to make their members aware of the issues and to help them look for solutions.

Screenwriter Nora Ephron drew crowds to her humorous and insightful Theater Series presentation, in which she discussed her work and her life in the context of society's expectations.

Dinah Shore brought her Southern charm and smooth singing to the Grand Banquet.

Throughout his term as National Restaurant Association President, Rusitzky urged restaurateurs to become active in the fight to keep the environment safe and clean.

CULINARY TEAM USA

National and Regional Teams Picked at Show

At the back of McCormick Place North, Show attendees gathered at the display-kitchen windows to watch culinary-team hopefuls transform their "mystery box" ingredients into innovative dishes.

When the U.S. culinary team goes to Frankfurt in 1992, it will have a lot to live up to. The Americans brought home three gold medals in 1988 and have won the hot food competition three times in a row. "People will expect a lot from the North American competitors," says Hans Bueschkens, vice president of culinary relations at The L.J. Minor Corporation, Windsor, Ontario, and two-term president of the World Association of Cooks Society. "It will be the same as a boat going up a river—as soon as you relax, you go downstream."

But the U.S. team has no intention of relaxing. It plans to demonstrate a broader range of American cooking than ever before, and has reorganized to do so. Whereas in the past the United States sent one national team and one regional team to the IKA/HOGA competition, in 1992 a five-person national team will be supplemented by four five-person regional teams that will present dishes with taste and ingredients influenced by their specific parts of the country.

Team manager Keith Keogh, a member of the 1988 team and executive chef of Walt Disney World's Epcot Center, says the United States is able to send an extended team because "now we have the talent and now is the time to make the change. America has a tremendous wealth of regional cuisine and products indigenous to these regions. We hope to tap all of these resources through our new regional concept."

There has been another change, too. For the first time, teams from all countries will be judged by the same set of rules. Before the World Association of Cooks Society approved the new guidelines in 1989, there were not only different rules but also a different point system for judging in every country. For example, the United States judged on a scale of 0 to 40; the Japanese used a 100-point system. "It drove us all mad," said Baron Galand, a culinary judge who helped set up the new guidelines.

1992 team chosen at Show

The selection process for the 1992 Team USA and the four regional teams culminated in Chicago at the Show. (Preliminary tryouts were held last spring in four parts of the country—Omaha, Nebraska; Charlotte, North Carolina; Boston, Massachusetts, and Los Angeles, California. In Chicago, the top seven hot food and top two pastry chefs from each region competed for the honor of being on the national team or one of the regional teams.

Seven glass-enclosed kitchens were set up on the main level of McCormick Place North. Each day finalists from a different region competed. Their day began early, about the time the sun

1992 Culinary Team USA winners

The national 1992 Culinary Team USA, from left: Alex Darvishi, Franz Popperl, Keith Coughenour, Michael Russell and team manager Keith Keogh.

National Team

☐ Keith Coughenour, CC, representing the Southeast Region, The Greenbrier, White Sulphur Springs, WV

☐ Alex Darvishi, CEC, representing the Northeast Region, Columbus Athletic Club, Columbus, OH

☐ Franz Popperl, representing the Western Region, Popperl, Keppeler & Associates, Portland, OR

☐ Michael Russell, CMC, representing the Central Region, Skyline Club, Southfield, MI

A pastry chef will be named to the national team at the American Culinary Federation's national convention in New Orleans in July.

Regional Teams

Northeast Regional Team

☐ Charles Carroll, CWC, Balsams Grand Resort Hotel, Dixville Notch, NH

☐ Alfonso Contrisciani, CEC, Showboat Hotel & Casino, Atlantic City, NJ

was rising over Lake Michigan, with a drawing of ballots for kitchens, apprentices and starting times. Then the mystery boxes were delivered. The boxes, the same for all competitors on a given day but different from day to day, contained a selection of meats, seafood, game, fowl, fruit, vegetables and starches.

The chefs were allowed 30 minutes to work out a menu using the contents of the black boxes and basic foodstuffs available from a common grocery. No substitutions were allowed. Any item or portions not needed had to be returned when the menu was submitted to the judges at the end of the 30 minutes.

In the next five hours the chefs worked with their apprentices to prepare a meal consisting of a minimum of four courses, maximum of five, not to include dessert.

Keith Coughenour, a chef at the Greenbrier Hotel in White Sulphur Springs, West Virginia, opened his mystery box to find scallops, five chickens, a leg of lamb with bone in, two catfish, one salmon and various vegetables and spices. He set to work right away using half of the salmon and catfish to make a seafood roulade similar to one he had made for the seafood competition in Mobile a few months earlier. He used the chicken, except for the breast, to make a stock for his first course, an essence of red bell pepper. He deboned the leg of lamb, roasted it and served it with a mushroom terrine and vegetables. His fourth course was a spring green salad with oven-roasted tomatoes and sauteed nut-breaded cheese. It was good enough to win him first place for the Southeastern Region and a place on the national team.

More than 25,000 runners competed in the ever-popular Main Course 10-K race. Here, runners blaze past the Lake Michigan waterfront. Gonzalo Hernandez of Chicago had the fastest time for men, 31:52; Joy Meyer-Smith of Sugar Land, Texas, was the first woman finisher, with a time of 34:37.

☐ Martha Crawford, PASTRY, Desserts International, Exton, PA

☐ Roland Czekelius, CEC, Chatham Bars Inn, Chatham, MA

☐ James Perko, CEC, Lakewood Hospital, Lakewood, OH

Southeast Regional Team

☐ Louis Borochaner, CPC PASTRY, The Cloister Hotel, Sea Island, GA

☐ Darryl Evans, CC, Cherokee Town & Country Club, Atlanta, GA

☐ Aidan Murphy, CWC, Polo Club, Boca Raton, FL

☐ Michael Robins, CMC, The Coach & Six Restaurant, Atlanta, GA

☐ Raymond Swett, CWC, The Bankers Club of Boca Raton, Boca Raton, FL

Central Regional Team

☐ Richard Burr, CEC, St. Joseph's Country Club, St. Joseph, MO

☐ George Feneley, CEC, Ft. Wayne Country Club, Ft. Wayne, IN

☐ James Hanyzeski, The Amway Grand Plaza Hotel, Grand Rapids, MI

☐ Lawrence McFadden, CC, Intercontinental Hotel, Chicago, IL

Western Regional Team

☐ Michael DeMaria, CWC, California Culinary Academy, San Francisco, CA

☐ Jeffery Mora, CC, Doubletree Hotel, Pasadena, CA

☐ Mial Parker, International-American Foods, Inc., La Mesa, CA

☐ Brad Toles, Red Lion Inn, Bakersfield, CA

Chefs put skills on the line

The meals were judged for innovation, originality, taste/texture, composition, presentation, utilization of ingredients and timing. "We didn't have any dishes that sparkled," said judge Roland Henin, "but it's very hard to produce that when under pressure. Creativity comes when the chef is comfortable and has some time."

Culinary skills were not the only thing put to the test. Judges also looked at how the chefs organized their supplies, how they used the apprentices and how they handled perishables. They watched the chefs debone the meat and fish and paid attention to cleanliness and sanitation.

The panel of judges included various members of past U.S. Culinary Teams. Most of them are master chefs, an elite group of less than 50 in the United States. Judges included team manager Keogh; Dan Hugelier, CMC, AAC, a member of the 1980, 1984 and 1988 teams; Hartmut Handke, CMC, AAC, a member of the 1984 and 1988 teams; Christopher Northmore, CEPC, pastry chef for the 1988 team; and Roland Henin, CMC, CCE, the 1988 Western Region team captain. Honorary judges were Baron Galand, CEC, AAC, chairman of the board of the American Culinary Federation, and Hermann Rusch, AAC.

At the end of the day judges added the hot food scores to the cold food scores from the regionals, and the chef with the highest total became a member of the national team. The next five highest point winners were named to their respective regional teams. Others were named as alternates.

Two years of hard work ahead

As the chefs prepare for 1992, they will bounce ideas off each other, and their knowledge and creativity will increase, says Keogh. The chefs, like athletes, will train. They will be coached in their skills. They will practice their culinary arts and learn to work together as a team. During that time, there could be some changes. "We'll be like a main team and a farm team," says Keogh. "Some may move up and some may move down. We'll be looking for consistent performance." By the end of the next two years they expect to be ready to go for the gold. ❑

Funky chefs. **Chef Clothing Revival USA Inc. of Paramus, NJ, brought its "cool uniforms for hot chefs" to the Show floor.**

Taking on Tough Social Issues

Doing business today involves a lot more than a good product and service. It involves helping hands and a social conscience. Recent concerns about the environment, illiteracy, hiring workers with disabilities and feeding the home-bound all made their way to the Show this year, as the foodservice industry positions itself to take part in the social issues of the day.

Although there were some booths with an eye on the environment at last year's Show, concern for ecology was more visible this year.

The Scott Paper Company of Philadelphia, for example, used a man dressed as a styrofoam cup to draw attendees to its booth. Scott distributed short videotapes to educate consumers about the recyclability of plastic foam into such products as park benches and garbage cans. In addition, Scott passed out literature about its own ecological efforts.

The Keyes Fibre Company of Stamford, Connecticut, talked about composting and pointed out that its trays and cup holders were made from recycled newspapers. Wisconsin Tissue out of Menasha, Wisconsin, distributed information about its line of paper products—Second Nature—manufactured from 100 percent recycled fiber. Georgia-Pacific Corporation of Atlanta, also uses recycled fibers in making paperboard for wallboard panels and three types of recycled paper. And it is involved in managing and replanting forests.

Atlanta-based Arby's, Inc., devoted a good portion of its booth and handouts to promoting its literacy program. The beloved storybook character Babar the elephant has become the symbol for the program and is being used on all artwork. A lifesize figure drew crowds to the Arby's booth.

Meals-on-Wheels, a nonprofit organization that helps distribute nutritious meals to the elderly and disabled housebound, came to the Show for the first time. The booth represented Chicago's program, which is one of 30 city and rural community programs across the United States. The purpose of the Show visit was to find corporate sponsors to help the organization raise funds.

Another newcomer to this year's Show was the Illinois Department of Rehabilitation Services, which promotes hiring the disabled. The booth distributed informational flyers as well as bumper stickers and buttons displaying its toll-free telephone number—1-800-JOBS NOW. According to Henry McMorris, a marketing and employment specialist with the department, "The Show definitely was worth it for us. We've received about 25 job leads so far in our Springfield office, and we're expecting more to filter in within the next few months."

Babar was at the Arby's booth to help promote the company's literacy program.

This pin demonstrates Starkist's new policy to protect dolphins.

Actress and writer Geri Jewell, who was born with cerebral palsy, explained to her Theater Series audience how rewarding it is for a disabled person to be given the opportunity to fail. "You cannot succeed without failure," she noted.

Cultivated Seafood Comes of Age

With the seafood center occupying 10,000 square feet of space in the new lobby level of McCormick Place North, seafood was definitely very visible at the Show.

The big news, though, was the prevalence of cultivated seafood. Seafood from farms both here and abroad is gaining in popularity because it's available all year round—usually at a consistent price—and it has a milder, sweeter taste because its diet is controlled.

Farmed catfish has been in the forefront of this movement, and at least two exhibitors featured it prominently—Farm Fresh Catfish Company from Hollandale, Mississippi, and Country Skillet Catfish Company from Isola, Mississippi. The controlled diet of grains, soybeans, vitamins and minerals fed to cultivated catfish is one of the reasons the fish have a mild, sweet flavor and no fishy odor. Last year 330 million pounds of the product were sold.

Catfish may be the best-known farmed fish, but other species were also featured. Aquatic Systems of San Diego displayed Golden Sunshine Striped Bass, which took 12 years to develop. The company says that the product, used in a gold-medal-winning dish at the Culinary Olympics in 1988, has a taste and texture comparable to the finest swordfish.

For something a little different, Louisiana Premium Seafoods, Palmetto, Louisiana, featured softshell crawfish.

Foreign companies are finding cultivated seafood can be big business, too. New Zealand's booth showcased green mussels, which are grown attached to ropes suspended in the water to ensure that they are plump and grit-free. The mussels are available live, frozen, smoked or marinated.

Mussels grown by the same method, but in the water surrounding Prince Edward Island, were being shown at Canada's booth. Island Blue cultured mussels come from Prince Edward Aqua Farms Ltd., New London, Canada.

"Sweet-Water Prawn," Ltd., New York City, imports and distributes cultured freshwater prawns from the Caribbean. The prawns feed on spirulina, a strain of algae commonly available as a nutritional supplement. It is said to give the prawns a sweet taste and tender texture. The prawns also have no vein filled with the grit found in saltwater varieties.

From another part of the world come the shrimp imported from Bangladesh and India by Torry Harris Inc., Perth Amboy, New Jersey.

More farm-raised seafood from foreign lands was on display by Homarus, a firm based in Mount Kisco, New York, that sells gourmet smoked seafood. Among the company's displayed products was salmon flown in fresh from farms located in the Norwegian fjords.

Catering Goes Casual

The trend toward a more casual dining experience is already having repercussions in the catering field. This year's Show exhibits featured many ideas in the areas of food, equipment, presentation and decor to please today's more casual customers.

Famous Cajun chef Paul Prudhomme was on the Show floor, signing autographs and greeting attendees, to help promote his new "Magic Seasoning Blends."

Updated sandwiches

One way that the trend toward casualization has affected the restaurant industry is the ever-expanding sandwich sections on menus (see "Foodservice Trends" this issue). Although Americans continue to clamor for sandwiches, their tastes have become more sophisticated, and restaurateurs have begun offering variations on sandwich standbys. Caterers are sure to follow suit. This year's Show floor included many products to help them build festive sandwiches for their party platters.

You can't have a sandwich without bread; and with more than 50 baked-goods companies on the floor offering loaves and rolls by the dozen, there certainly wasn't a lack of variety. Breads of every grain, including the still-popular oat bran, were available—sliced thin, thick or in between.

Portrait Cake, a computerized cake-decorating system, immortalizes faces in pastry.

Along with the traditional bread offerings, there were some new filling holders. J&J Snack Foods of Pennsauken, New Jersey, introduced its Soft Pretzel Bun—what it calls "a tasty new twist on bread." The pretzel bun drew rave reviews from attendees sampling the ham-and-cheese "pretzelwich." A flyer suggested other sandwich ideas, including a pretzelburger, a pretzel dog and mustard, and a pretzeldecker.

Parco Foods in Blue Island, Illinois, brought a bread product to the floor that could make sandwich-making easy for a caterer. "Mealboats" are prebaked, single-serving bread shells. Available in three flavors—corn, bran and datenut—the shells can be filled with meats, fruits, vegetables or salads to create portable meals that are uniform in size and shape.

The Korni Kone was another new item that could appeal to caterers who create Mexican-themed or finger-food events. Distributed by Jones Cones Inc. of North Tampa, Florida, the Korni Kone is a taco shell in the shape of a Danish waffle—the large, loosely shaped ice cream holders that have become popular in recent years. With the Korni Kone, a guest can create a "walk-away taco"—all the fillings are piled inside the cone without the usual spilling from a typical taco. The cones can also be filled with salad makings or other fillings.

Vie de France's long-awaited sous-vide line was introduced at the Show. Here, a chef explains how the sous-vide system works.

Caterers who design parties for children should take note of the Happy Face Loaf, distributed by FDL Marketing in Dubuque, Iowa. The luncheon meat loaf features the smiling face of a youngster on every slice. Imagine the fun children would have building a sandwich of happy faces. And to please the parents, the company has lowered the fat and salt content of its meats. It also sells two other child-pleasing luncheon meats—the Pinwheel Loaf and the Love Loaf, which features four hearts.

Barbecue is in

Americans love barbecue, and caterers are finding barbecue is perfect for casual and theme parties. There was a big choice of barbecue equipment on the Show floor: everything from basic grills for cooking hamburgers by the pool to units big enough to roast a whole pig for a hungry crowd of picnickers. Many of the units are designed to be used on patios or to be mounted on a flat-bed trailer and towed to a party location.

For the caterer who does a big business in barbecuing, one manufacturer, Big John Corp., Pleasant Gap, Pennsylvania, offered a mobile barbecue kitchen, called the barbe-cube trailer, which comes complete with grill, griddle and oven, two pot cookers, one utility stove, two 60-quart pot sets, a five-foot folding table and two 30-pound propane cylinders. The mobile kitchen can also be custom-designed to specifications.

Real labor-savers are the wood-burning barbecue pits from Ole Hickory Pits of Cape Girardeau, Missouri. They are fully automatic, ensuring that the proper cooking temperature is maintained throughout the cooking process. Because it's not necessary to turn, baste or move the meat to prevent scorching, employees are free to do other work.

Flame King Inc. of Aurora, Illinois, was showing party-sized grills with its patented easy-to-clean firebox. One end of the firebox is hinged and drops down to make it easy to flush grease and ashes from the bottom of the grill, a real plus for the caterer who must quickly pack up and go.

Belson Manufacturing Co., North Aurora, Illinois, has different designs of grills and rotisseries for different kinds of food; it offers a model with rotisseries that can hold 122 chickens, and another model that will enable a caterer to turn out 500 hot dogs an hour.

Almost all the barbecues can be fitted with

Look, Ma—no seeds! **Sun World International of Coachella, CA, says it has put an end to watermelon's "seedy reputation," through its seedless product.**

The growing Hispanic presence in North America has begun to make its mark on the Show floor. For the first time, two booths connected with Spanish-language publications offered advertising space in their publications.

Promocion e Imagen S.A. de C.V., based in Mexico, publishes trade, food and tourism magazines.

Two of the company's magazines in particular could help businesses in the United States target the Mexican foodservice market—*Comanda*, the magazine of the Mexican restaurant organization, and *Maria Orsini*, the magazine for the Mexican gourmet.

The other booth represented *La Carta*, the first Spanish-language publication for restaurant and bar operators to be circulated nationwide in the United States. *La Carta* is published six times a year in Long Island City, New York.

extras, such as warming shelves and wooden workshelves.

Nature-Glo, based in Brentwood, Tennessee, was displaying not only grills and rotisseries but its quality wood fuels as well—from charcoal to exotic food-flavoring woods, such as pecan, apple and orange.

Presentation props

Although casual is in, sometimes the occasion and the meal call for something more than standard paperware. Plastics Inc., of St. Paul, Minnesota, fills the bill with its Prestige plates and bowls. The dishes are plastic, but the contemporary design and colors—clear, bone or black—give them a quality look.

Caterers could also shop the Show floor for ideas on how to keep hot foods hot and cold foods cold while carrying them to a party site. There were many booths devoted to insulated packaging. Polyfoam Packers Corp., Wheeling, Illinois, not only was showing its insulated containers that hold serving trays of food, but it was also displaying plastic pouches of liquid that can be frozen and substituted for ice cubes. The pouches, about the size of an ice cube, can be washed in the dishwasher.

Another plastics company, Cal-Mil of Carlsbad, California, showed clear covers for steam-table dishes, made from a nonbreakable and heat-resistant product called polycarbonate. Both its polycarbonate covers and its regular acrylic covers have a cutout so the server can reach in with a spoon and serve the food without taking off the cover. This is a sanitary way of serving and helps the food to stay hot longer.

Setting the scene

Because props and decorations can help set the scene, caterers flocked to exhibits with ideas to make a party special.

Admark, Inc., of Topeka, Kansas, offered a wide variety of theme packaging and decorations—from cardboard convertible cars that can serve as centerpieces to a complete birthday-party kit for a child. The kit includes meal cartons, balloons and posters to hang, nose hats and badges for the kids to wear, and sticker sheets as party favors.

Of course, caterers can create their own kits to make party decorations more personal. One idea is to feature customized balloons. Max Balloons, a division of Ansell Intl. in North Hollywood, California, was on the floor displaying its four-color balloons—a state-of-the-art printing process.

Caterers have long known the value of food as decoration, and some companies are marketing their products with an eye toward aesthetics. Robert Rothschild Berry Farm of Urbana, Ohio, featured oversized decanters. Those filled with sparkling red raspberry liqueur were eyecatchers at the Show. The company's infused oils and vinegars, available in large bottles, were also noteworthy. With the light shining through them, the bottles would make a distinctive addition to a buffet table. Some had spigots for serving.

Perhaps the most innovative decorating idea to hit the Show floor was the Scanamural, by Computer Image Systems, based in Torrance, California. The Scanamural enlarges images, such as photographs or artwork, to create a wall-sized mural. A caterer can send a photograph to a local Scanamural dealer, who will then blow it up to the requested size. Cost is $20 to $25 per square foot for the murals, which can be printed on many different types of materials, from paper for short-term use to long-wearing fabrics for reusable murals. Using the Scanamural technology, a caterer could develop an entire backdrop on transportable panels to create an atmosphere, such as the interior of a medieval castle or an Old West saloon.

Festive touches

Caterers are always looking for those touches that will make their business stand out from the competition. The Show floor offered many ideas.

One of the biggest crowd-pleasers on the Show floor was the computerized cake-decorating system from Sweet Art, based in Kansas City, Missouri. Show attendees watched in fascination as the machine's arm reproduced a person's photograph—in full color—onto the top of an iced cake. Images can be taken live or from photos as small as wallet-sized. The system also has more than 300 art drawings in its memory and includes a drawing program to create customized designs.

With the portrait cake, the possibilities for partygivers are endless. Birthday, anniversary or farewell parties as well as bar or bas mitzvahs would be enhanced by serving a cake with the honoree's picture. Caterers could use the portrait cake as a selling point in preparing their bids for such parties. ⌟

Tiramisu

What traditional Italian dessert, with melt-in-your-mouth texture, rich taste and beautiful presentation, is enjoying surging popularity in American restaurants? The answer is tiramisu, which in loosely translated Italian means "pick-me-up." And it lives up to its name; diners will surely feel their spirits rise when they bite into this dessert, consisting of layers of chilled sweetened Mascarpone cheese, ladyfingers soaked in espresso and liqueur, and cocoa or chocolate shavings.

Tiramisu made its debut on the Show floor this year, introduced by Taste It Presents, Inc., of New York City. And samples of the confection were quickly snapped up by Show attendees.

Caterers might find the newly popular tiramisu a perfect dessert to serve after an Italian dinner. Taste It Presents sells the dessert in frozen units that yield 12 to 15 servings—simply thaw and serve chilled. Of course, the dessert can be made from scratch.

SHOW FLOOR

New Image for Commodity Groups

Armed with recipe cards and menu ideas, commodity groups were out in force on the Show floor.

Several exhibitors tried to break diehard foodservice habits by repositioning their products. The California Cling Peach Advisory Board and the Pacific Coast Canned Pear Service, for example, distributed recipes for using canned peaches and pears, typically used as garnishes, as more integral ingredients in salads, snacks and desserts.

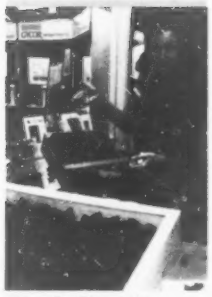
The Florida Department of Citrus took a slightly different approach in trying to get foodservice operators to promote orange and grapefruit juices as "all-day" rather than breakfast beverages, by serving the juices over ice as an alternative to carbonated soft drinks. In addition, the Florida Citrus Board distributed a pamphlet, "Florida Citrus with Style," which illustrates uses of citrus products in main dishes and offered presentation pointers from citrus baskets to citrus roses.

The National Honey Board was working to promote the use of honey as a flavorful addition in food preparation, and handed out a brochure, which included recipes such as honey-barbecue sauce, honey bundt cakes and harvest cupcakes.

The meat boards were optimistic about their products. The National Pork Producers Council continued to tout pork as "the other white meat." In addition to the recipes provided for using pork as a main-dish ingredient in non-traditional pork dishes, such as pork tetrazzini and pork piccata, the booth distributed information regarding pork's nutritional value to combat the idea that it is a "high fat" meat.

The Beef Industry Council, on the other hand, was enjoying the turnaround in public perception about its product. It promoted beef's versatility both as a takeout item and as an ingredient in ethnic, especially Asian, and regional cuisines.

Even greater changes were introduced by the American Lamb Council, which discussed the initiation of "certification" of lamb cuts approved by the U.S. Department of Agriculture in November. The certified label indicates a leaner, higher-quality cut of lamb. The council started the program in conjunction with lamb breeders and producers who are using new feeding management and production practices. In addition, the American Lamb Council recently announced the availability of pre-packaged lamb cuts for foodservice operators. Lamb sirloin, top round steaks and Denver ribs are promoted for quick grilling; lamb strips are being paired with fajitas, stir-fries and salads, and lamb cubes are touted for stews and kabobs. ❑



The California Strawberry Advisory Board used bunches of tempting fruit to lure restaurateurs to its booth.

Mickey Sadoff, president of Mothers Against Drunk Driving (MADD), and Michael Hurst, president of the National Restaurant Association, issued a joint statement calling on states to take action against the use of false identification by people under 21 to purchase alcoholic beverages.

The joint statement asked the states to enact reasonable laws and penalties regarding this crime and to issue universally recognized driver's licenses to people under 21 so that the alarmingly pervasive problem can be curtailed.

EDUCATIONAL SESSIONS

"Does your business have a glass ceiling?" asked Elizabeth Brennan Baker, vice president of training and development for The Ground Round, Inc., as she took part in a panel discussion at the Show, "Putting Women in Their Place . . . in the '90s." Baker was referring to barriers that prevent women from rising above a certain level.

Always a dynamic speaker, Herman Cain, president and CEO of Godfather's Pizza, shared some of his leadership ideas and his vision of the future.

Two restaurateurs who are famous for their innovative promotions gave a Theater Series presentation on the subject. Here Stan Clark of Eskimo Joe's in Stillwater, OK, explains the planning behind successful promotion schemes, while Robert Morris of Mor Food 'N Fun of Santa Monica, CA, looks on.

Editor's note: *Look for more detailed coverage of educational sessions in the months ahead.*

Sweet bits. **Attendees clustered around the M&M/ Mars (Hackettstown, NJ) booth to sample ice cream mixed with the company's crushed-up M&Ms and candy bars.**

ICE CARVING CLASSIC

Michaelangelo Meets Beat the Clock

There was an almost lifelike quality to the pieces produced at this year's Ice Carving Classic, thanks to fine detailing by the carvers. Birds looked as if they could fly, harps as if they were ready to be played, fish as if they could swim into the crowd.

"This year's competition produced so many fine sculptures that the judges had to make some tough decisions," said Ice Carving Classic Coordinator Chuck Wagner, executive director of the National Ice Carving Association (NICA, the professional organization for the ice carving industry in the United States, headquartered in Chicago). Those who saw the competition had to agree.

Seven teams competed this year, the third year of the competition. United States teams representing Florida, Pennsylvania, Washington DC and Michigan were joined by international squads from Mexico, Canada and Japan. For three consecutive days, these teams of three carvers each chainsawed, ironed, chipped, chiselled and slushed their way through the competition.

A race against the clock

With groups of three carvers starting within one-half hour of each other, the action was continuous, and the strictly enforced time limits of one, two and three hours, depending on the round of the competition, pushed this art form into a race, with some of the most frantic carving taking place in the closing minutes.

The limits on time are a source of some of the greatest excitement for spectators, as they see pieces come together, fall apart, get reassembled and stand on their own. For example, a nose from one of the two swordfish carved by Masaru Shiohara of Japan in the individual freestyle round fell off with little time remaining. In the closing seconds of the round, Shiohara attempted to carve and attach another tip for his swordfish but was unsuccessful. Thus, he had to do without. The outcome was more positive for Randy Finch from the Michigan team. On mounting the rear legs of a wolf to a fencepost made of ice, the post broke. Finch rapidly replaced the post with a second post he had made, freezing the addition, with just minutes remaining.

In addition to any assembly saved for the closing minutes, fine detail work is often left for the end to ensure that the details don't melt down prior to judging. In the last 15 to 25 minutes, the chainsaws, hand chisels, drills and other equipment are overworked as carvers rush to place the finishing touches on their pieces. This year, in the final round of individual freestyle, Michigan carver Mac Winker found that his sculpture exceeded the 8-foot height limitation. With less than 10 minutes remaining, spectators watched intently as Winker climbed up on the table, took a chainsaw and trimmed about an inch off the tip of the wing of the butterfly protruding from his sculpture. A round of applause greeted Winker as he descended, mission accomplished.

But even if the sculpture is assembled and within height limits, the simple act of moving the sculpture from the floor to the table where it is to be displayed can be a tense situation. This was the case with what was perhaps the tensest moment in the individual freestyle, if not the entire, competition. One Pennsylvania team member cut his block to approximately a five-inch thickness to carve a Japanese scene featuring a bonsai tree, pagoda and footbridge within a dragon periphery. Although the sculpture was beautifully detailed, by the time he had finished carving the details, much of the sculpture was, according to one carver watching the scene, "a living, breathing piece (of ice) with no handle to grab to put it on the table." Assisted by his teammates, the sculpture was lifted—supporting board and all—to the display table as the crowd watched in absolute silence. When the move was completed, an audible sigh and a round of applause burst forth from the gallery of spectators.

Disaster, in ice carving terms, did strike the team from Washington DC. The team entry in the freestyle competition collapsed as time was winding down, and it could not be reassembled.

The ephemeral masterpieces looked even more impressive when juxtaposed against the tools of the carvers' trade: tablesaws and electric drills, household irons and dry ice, along with more traditional hand chisels and saws.

Competition wrapup: I. Individual freestyle competition

The individual freestyle competition is one in which each of the three team members competes. Each carver receives one 400-pound block of ice measuring 10 by 20 by 55 inches and is allowed two hours to carve anything he or she likes. Each carver is allowed to use one helper (most often a teammate), who may move, but not alter, the ice. After the two-hour limit has expired, the carver has 5 minutes to remove his tools from the area before the carving is judged.

The carvings in this year's freestyle competition ranged from traditional sculptures, like the two swordfish sculpted by one member of the Japanese team, to whimsical pieces, like a music room including an ice chair, bass fiddle and music stand, carved by a member of the team representing Washington DC.

When all was said and done, Japan's Kazunori Ohoi took top honors for carving an angelic female figure playing a delicate ice flute. Teammate Kenichi Hamada placed sec-

ond with a carving of a chef, complete with hat, spatula and flaming pan, which dazzled the crowds. Mac Winker's (Michigan) eight-foot high "Metamorphosis" sculpture—a tree with a butterfly perched on the top branch and a cocoon and caterpillar perched on lower branches—tied him for third place with John Lakatosh of Pennsylvania.

Competition wrapup: II. Compulsory carving

If the individual freestyle is frantic at points, the compulsory carving is manic throughout. In the compulsories, teams receive three sketches complete with views of the front, side and overall piece to be carved in exact dimensions. This year's figures included a bass, a heron and a vase. Each team member picks a mystery envelope, which determines which of the three pieces he or she will carve for the team. The carver then has one hour and one 300-pound block of ice to carve the piece.

Judging is based on the precision of the product. The judges literally measure every dimension and deduct points for as little as a 1/8 inch variation.

But despite the harried pace, two carvers received more than 400 out of a possible 500 points for their efforts—a mark not matched by any of the individual freestyle pieces. Kevin Roscoe from Team Pennsylvania and Mac Winker representing the Michigan squad tallied the highest compulsory scores. Pennsylvania's Richard Bubin placed third.

Competition wrapup: III. Team freestyle competition

The team freestyle event is sometimes the favorite among spectators because of its complexity. The teams receive one ton (five 400-pound blocks) and three hours in which all three teammates work together to complete the sculpture. Coordination and teamwork are the keys to succeeding in the team freestyle, as all three carvers have limited space in which to "do their thing."

The Japanese team, for example, carved an antique Japanese wagon with rope-like detail and a rear door opening to a hollow inside. The detail was fine enough, in fact, to earn the Japanese team second place in the team freestyle event.

Team Pennsylvania's approach was somewhat different in nature, with its carving of an ancient mariner. The captain of the ship—complete with slicker, boots and hat—was placed firmly behind the ship's wheel. Spectators could almost feel the pitching of the ship on the high seas and the wind blowing in the captain's beard.

The Canadian team featured a woman carver—the first woman to enter the competition.

The winning team freestyle sculpture, although a bit simpler in design, was one of the most magnificent. The Michigan team (representing Plymouth Community Ice Sculpture competition) produced a crystal-clear stallion rearing on its hind legs, with sunbursts in the foreground.

Finishing third in the team freestyle competition was Team Canada, which boasted the Ice Carving Classic's first female carver. The team created an angel standing in front of several stained-glass windows.

When the scores for all three segments of the competition were tallied, the team from Japan took top honors, followed by Team Michigan and Team Pennsylvania.

The spirit of the games

After all the carving was finished, the chainsaws and chisels cleaned and put away, a reception for the carvers was held to congratulate the artists for jobs well done.

A member of the Japanese contingent brought the reception to a rousing end, with a traditional closing from Japanese carving competitions, featuring a series of claps followed by competitors raising their hands in the air in unison and giving a hearty yell—a fitting end to a friendly competition. ❑

How the sculptures are judged

A panel of five certified NICA judges was responsible for determining the winners of this year's carving classic. Judges use a standardized form in which points are awarded for first impression (10 points), technical skill and difficulty (40 points), design and composition (20 points), creativity (20 points) and overall impression (10 points). Examined within these categories are such attributes as detail and perception, structural technique, form and symmetry, composition, novelty of theme and utilization of ice.

Beyond the points awarded for the physical attributes of the sculpture, points may be deducted for safety. A panel of three judges walked the floor, monitoring the progress of the carvings, looking for any action that would endanger or jeopardize the safety of a carver or anyone else in the carving area or the crowd. Warnings are issued to carvers if there is any breach of rules. After three safety warnings, points are deducted automatically from the carver's score. Additional warnings result in further deductions.

Tropics on ice.
Cafe Au Lait Inc. of Inglewood, CA, uses natural fruit extracts to make its Paradise Tropical Teas, a new beverage.

Advancing the Culinary Arts

Perhaps one of the most interesting displays at the show came from Kenneth Goodwin of the Grand Traverse Resort in Traverse City, Michigan. Goodwin created a centerpiece entitled "A Day in the Life of a Chef"—a diarama constructed out of marzipan. The centerpiece depicted a kitchen and included 10 marzipan chefs, along with hearth, tables, cabinets, counters, mixing bowls, knives and plates of food.

The association's educational foundation held its annual Salute to Excellence forum for more than 200 of the nation's top hospitality students during the Show.

"The purpose of these types of competitions is to advance the culinary arts," said judge Mark Erickson about this year's Culinary Arts Salon, adding that it "gives chefs a chance to be innovative, to try new things."

The competition was held in a single salon, not two as was done in the previous two years. In addition to the standard competition for cookery, patisserie/confectionery, and culinary art (showpieces/centerpieces), this year's salon featured an open category for competition of anniversary cakes, to mark the 20th year of the Culinary Arts Salon.

Mario Etemad's (St. Joseph's Mercy Hospital in Rochester Hills, Michigan) display exemplified what the judges were looking for to win the "Best of Show" award. Etemad used natural brown and green hues in his display, which included variations of Michigan ringneck pheasant served with natural sauce, consomme spring style, salad of endive and shiitake, and a chocolate mousse duet for dessert. His culinary technique won him a gold medal in cookery.

The Best Entry by a Junior Culinarian was awarded to Adam Hegadorn (NCHS at Sullivan College in Louisville, Kentucky) for his fruitcake and petit fours entitled "A Springtime Collection."

Leo Waldmeier of the Drake Hotel in Chicago received a Judges' Special Award. He used a common theme throughout his display entitled "Italian Expressions the Modern Way." The other professional to win a Judges' Special Award was Scott O'Farrell of the Skyline Club in Sterling Heights, Michigan.

Four competitors in the Junior Apprentice category also were given Judges' Special Awards for their efforts: Amy McMichael (NCHS at Sullivan College); Timothy Murray (ACF Junior Culinary Team, Evanston, Ohio); James Decker (Columbus State Community College, Orient, Ohio) and Nicole Rose (NCHS at Sullivan College).

Anniversary cake competition

"Because we don't taste the cakes, quality of workmanship in terms of appearance is the sole factor in judging," said judge Mark Erickson. Judge Tim Ryan added,"We're also looking for execution of the basic fundamentals, like the preparation of a buttercream and the use of piping, which are very important."

The winners in the anniversary cake competition were Kerry Ellen Kelzenberg of Marshall Field's among Chicago competitors and Kenneth R. Galloway of Dellwood Hills Golf Club, Dellwood, Minnesota, among out-of-town competitors. Scott View of Joliet Junior College in Joliet, Illinois, took the "Herman Rusch Award" as best junior culinarian for his anniversary cake.

Honoring Special People

It was a wonderful and crowded moment when incoming association president Michael Hurst brought his family, students and staff on stage during the Grand Banquet to thank them for their support. Hurst closed his Ft. Lauderdale, Florida, restaurant for the weekend and flew all staff members who had been with the restaurant for more than five years to Chicago to join the festivities.

Three corporations and two individuals who are setting the industry standard in employing the disabled took a bow at a special press conference. Friendly Ice Cream Corporation, Marriott Corporation and McDonald's Corporation were the three companies honored. Also recognized were individuals who are active in the placement of people with disabilities in foodservice: Ron Trull, director of supported employment of the Texas Rehabilitation Commission; and Ninia Downs, state placement coordinator for the Ohio Rehabilitation Services Commission.

From left: Richard Marriott of Marriott; Edward Rensi of McDonald's; Ninia Downs; Donald Smith of Friendly's; Ron Trull; and Michael Hurst, who presented the plaques on behalf of the association.

Still Selling After All These Years

Many things have changed since the National Restaurant Association first opened its doors to 200 registrants in 1919. The Show, now held in the spring, not fall, has found a permanent location in the Windy City, instead of annually touring different cities, such as Cleveland, Buffalo and Atlantic City.

Special events have come and gone with the passing years, including a waitress beauty contest, a restaurant fashion show and even a three-act comedy drama of the restaurant industry that played to a packed house in 1934.

But despite these passing extras, the essential character of the Show as the largest and most important forum for new and existing foodservice products and services remains unchanged. Come May each year, the Show is still the place to be if you want to make your mark in foodservice. And in fact, many of the same companies that exhibited at the Show six decades ago can still be seen along the aisles of McCormick Place today. Companies like Anheuser-Busch, General Foods, Syracuse China (then know as the Onondaga Pottery Co.) and Swift (now Swift-Eckrich, Inc.) were frequent exhibitors in the '30s, when lodging at the Palmer House (the convention hotel in 1934) cost $3.50 and up for a single and $6.50 and up for a double, and admission to the "Show of Shows" was $2.

How have these and other long-time exhibitors at the Show managed to survive the economic winds of time and change and even more precarious vagaries of consumer preference? They have repositioned themselves and their products to respond to the changing trends, technology and tastes of our society. They have turned adversity into opportunity by adapting to change with new product expansions. They have diversified into new areas of business and have devised new technology. And they have developed the ability to meet emerging industry and consumer needs.

Hats off to Hanley

There's more to exhibiting at a trade show than spreading your wares on a table and pulling up a chair beside them. Nobody knows that better than George Hanley. After 30 years of being in charge of the General Foods booth at the National Restaurant Association Restaurant, Hotel/Motel Show, Hanley has become an authority on trade-show exhibiting—so much so that he wrote his master's thesis on the subject in 1970.

Next year the Show will go on without Hanley. He has just retired from General Foods. To commemorate his long-time association with the Show, the National Restaurant Association honored him at this year's annual Exhibitors' Breakfast and presented him with a plaque. Afterwards, fellow exhibitors crowded around to give him their farewell gifts of T-shirts, mugs and other Show mementos.

Hanley learned the ins and outs of trade-show exhibiting by doing. He was a trained cost accountant when he was transferred to General Foods' sales, planning and administration department in the foodservice division. His new boss gave him a trade-show schedule and told him, "You are now in charge."

"I made every mistake in the book, but never the same mistake twice," he says. Some of his one-time mistakes were showing up late and "assuming plumbers and electricians would come over to your booth and ask what you need." Murphy's Law always applies, he warns, and says the only way to counteract that is to prepare carefully. The best piece of advice he would give any exhibitor is to read the exhibitors' manual. "Everything you need to know is there," he says.

He sees other companies making the mistake of not sending their most experienced people to work their booths. "When attendees ask technical questions, it turns them off to have the company representative say, 'I don't know,' " says Hanley.

Hanley has clearly enjoyed his work. "But it can be physically demanding to stand on concrete all day and smile all the time as if you have a hanger in your mouth," he quips.

In the three decades that Hanley has been coming to the Show, there have been a lot of changes. Hanley remembers having to move to the Stockyards when the original McCormick Place burned down, then going back to a new McCormick Place. "The Show has grown by leaps and bounds," he says. "It has become the most professional, most thorough trade show that we attend in the foodservice industry." ❑

George Hanley receives his 34th-anniversary plaque from former convention chairman John Metz and current chairman Dick Cregar.

Convention chairman Dick Cregar (left) welcomes Chicago Mayor Richard Daley to this year's Show.

Membership booth awards prizes

Eighty-five Show attendees joined the National Restaurant Association during a visit to the membership booth on the Show floor. One new member, Diane Charles of Irvine, California, won a computer and software package donated by ReMACS.

Ralph Brown of Oakton, Virginia, won the grand prize in the membership drawing—a six-day vacation for two at the Marriott Grand Hotel on the Gulf Coast of Alabama. The prize included airfare donated by Delta Air Lines.

Clean sweep. **Longtime exhibitor Hoky International of Lakeville, MN, found renewed interest in its carpet sweeper because the new model can sweep up batteries!**

ADDING DIMENSION TO MENUS WITH

SMOKED FOODS

Adventurous chefs are smoking their own meats, fish, fowl and vegetables to be served alone or as flavorful ingredients in soups, stews, salads and sauces.

by Claire Regan

The native Americans did it. The colonists did it. And now American chefs are doing it, too—smoking foods. Although this technique originally was used for purposes of preservation, today's chefs are attracted to smoking because of the distinctly pleasant flavor it imparts to foods.

Executive chef Michael Corradino of the 150-seat fine-dining restaurant Tuscarora Mill in Leesburg, Virginia, chooses to do his own smoking on premises for reasons of cost and availability. "Smoked foods add another dimension to my menu. But I can't always get what I want from a purveyor; and when I can, it (smoked food) can be quite expensive. Smoked salmon might sell for $12 a pound, while the unsmoked version goes for six to seven dollars a pound. I can save at least $10 a week on salmon alone and pay for the smoker in one year," Corradino explains. Plus Corradino maintains that on-premises smoking allows him to be more diverse in his offerings. "Where can you buy smoked acorn squash for smoked-acorn-squash soup?" he questions.

A creative outlet

Smoking certainly does offer chefs an additional creative outlet. Janos Wilder describes his smoked duck breast. "I marinate it in soy sauce, rice wine, vinegar and sherry, then rub it with an Asian 10-spice blend and chili and smoke it over green tea leaves and serve it with apricot coulis and a crispy noodle salad. It has a great, subtle Asian flavor." Wilder, owner of a 90-seat Southwestern-style restaurant in Tucson bearing his first name, likes the woodsy flavor smoked foods add to his dishes. He uses smoked chilies in a wild-mushroom flan, smoked corn in chowder and smoked tomatoes in salsa.

Other chefs appreciate smoking because it allows them to fully utilize certain foods. Jack McDavid, chef/owner of Jack's Firehouse, a 68-seat restaurant in Philadelphia, finds that some of the foods he smokes otherwise might not be serviceable. "I can buy a whole venison and use every bit. The front leg is usually tough, but when I marinate it, smoke it, slice it razor thin and use it in a salad, it's tender, palatable and profitable," says McDavid. He especially likes to use smoked meats and seafood in pasta salads, because the pasta absorbs the smoky flavor.

Elizabeth Terry, chef/owner of Elizabeth on 37th, a 75-seat white-tablecloth restaurant in Savannah, Georgia, prefers to purchase whole chickens even though she may need only the breast for entrees and the carcass for stock. Smoking presents an economical means of utilizing the leg and thigh meat. "I smoke the legs and thighs, debone the meat, toss it with pistachio nuts, shiitake mushrooms, cheese, onions and herbs, roll it in phyllo and bake it. Served with wilted julienned zucchini or summer squash and garlic pecans, it makes a nice appetizer that's high in flavor and sells well," relates Terry.

Terry also favors smoking for the promotional opportunities it presents. "I can't leave my servers with nothing to say to the guests. Smoking gives the floor something to talk about. It sounds glamorous," she says emphatically. Michael LaValle, who owns and operates a catering business in addition to Winston's (a 110-seat pub and grill in Des Moines, Iowa), points out that "Smoking enhances the value of the food without the expense. Everyone has had tenderloin; but smoked over an exotic wood, it's transformed into something special."

Operational challenges

On-premises smoking presents some operational logistics that are absent from other cooking methods. The equipment, location, type of wood and staff training have to be considered. Smokers release smoke; and when used indoors, they must be properly vented (see sidebar).

Chefs like Terry and Wilder who operate in warmer climates prefer to do their smoking outdoors using covered grills. They use homestyle grills, which they appreciate for their durability, compactness, price and ease of cleaning. Michael LaValle also favors outdoor smoking, despite Iowa's harsh winters. "We get cold in the winter, but the smoker is just outside the door. I don't have the space to bring it inside. The smoke permeates everything; and unless you have a large vented hood, there's a problem."

Chefs express a difference of opinion about customers' ability to distinguish flavors imparted by different woods used in the smoking process. Jack McDavid chooses his wood according to its flavor potential. "Hickory and mesquite have a more acid flavor, while apple and cherry are sweeter," he advises. Although he uses a variety of woods, Michael Corradino feels that it takes an educated palate to distinguish among the woods. He recommends adding woody sprigs of fresh rosemary to create another flavor dimension.

Finally, the smoking technique requires mastering. "Like baking, it requires precision. You can't expect an apprentice to do it," warns Jack McDavid. Michael LaValle describes smoking as labor intensive. "It takes experience and time to watch the wood that's being smoked. It's easy to get distracted; and if you leave it smoking for too long, it gets dry." He recommends training one or two employees in the smoking technique.

Flavor without calories

Despite the effort it requires, many chefs agree that smoked foods have popular appeal. "Smoked foods used to have a country connotation, but I'm finding good acceptance on the high end," observes Michael LaValle. "Also, I think they're popular because they add flavor without adding calories. Anyone who can do that is onto something in today's market. Add a salsa or chutney—and bang!—you've got something special," he adds.

SMOKED TOMATO SALSA

Makes 2 cups

Ingredients:
6 tomatoes, seeded, peeled and chopped
2 Tbs. olive oil
1 med. yellow onion, diced
1 Tbs. chopped garlic
2 med. Anaheim chilies, peeled, seeded and diced
1 Tbs. fresh oregano or 2 tspns. dried oregano leaves
½ cup red wine vinegar
Salt and freshly ground pepper to taste

Method:
Prepare a smoker using hickory wood.

To smoke tomatoes, create a container from a 12 by 12-inch square of aluminum foil with the sides folded up. Line container with parchment paper (otherwise the acid in the tomatoes would eat through the foil). Poke holes in container to let smoke through, and add tomatoes. Place container directly on smoker grill; cover smoker, and smoke for about 30 minutes.

Heat oil in a saute pan and saute onion, garlic, chilies and oregano until onion is soft. Deglaze pan with vinegar. Add smoked tomatoes and simmer until liquid is reduced by two-thirds. Season with salt and pepper.

—Recipe courtesy of Ten Speed Press, Berkeley, California, from *Janos—Recipes and Tales from the Southwest Restaurant*, by Janos Wilder, 1989 ($24.95)

Claire Regan is manager, staff nutritionist at the National Restaurant Association.

Smoked foods: the technical issues

Although smoked foods offer operators an opportunity to expand their menu selections, they should be aware of the potential problems associated with on-premises smoking.

There are two ways to smoke foods. Cold smoking involves exposing food to smoke at a relatively low temperature of around 100° F. Cold smoking does not cook foods but rather imparts a smoky flavor. Cold-smoked foods should be planned for immediate service, immediate cooling—with service as quick as possible—or incorporation as ingredients in another food that will receive thorough cooking.

Hot smoking at temperatures above 150° F cooks the food but does not "cure" foods or act as a preservative. That's why smoke-cooked foods should be planned for immediate consumption, for hot holding and service or for rapid cooling for temporary storage, followed by rapid reheating for service. Smoked foods must reach the same internal temperatures as foods cooked in other processes, to destroy any harmful bacteria that may be present.

- □ Poultry, poultry stuffing, stuffed meats, stuffing that contains meats—165° F
- □ Pork and pork products—150° F
- □ All other cooked products—140° F

The rules for holding, cooling and reheating cooked foods also apply to smoked foods. Hot food held for service must maintain an internal temperature of 140° F or greater; if cooled for holding, it must be rapidly cooled from 140° F to 45° F in four hours or less, and if reheated for service, heated to 165° F in two hours or less.

Bob Harrington, assistant director of technical services for the National Restaurant Association, explains the reasons for these restrictions. "Smoking alone (i.e., cold-smoking) does not produce the conditions needed to destroy the natural bacterial contaminants in various foods, and it may allow survival of dangerous spore-forming pathogens, like those that cause botulism." Harrington recommends that operators who wish to serve cold-smoked foods purchase them from a USDA-approved processor. "Commercial smoking usually involves more quality control, including carefully controlled applications of brines and other curing agents to render the food safe and shelf-stable. Few restaurants are in a position to meet the requirements of such commercial processes, which usually are under the direct supervision of USDA," Harrington says.

A variety of smokers are on the market—and they could be seen on the Show floor—ranging from large wood-fired units to electric ovens with small boxes over the heating elements that hold wood chips. Regardless of size, all smokers produce detectable smoke, odors and sometimes even airborne grease and should be vented when used indoors. Because ventilation and exhaust requirements may vary based on area of operation, it's best to check with local officials (fire, health and/or building) before purchasing and installing a smoker. Those who opt to smoke foods outside would be wise to check with local health authorities regarding regulations for smoke emissions and other substances that may affect air quality.

Finally, the use of smokers raises other practical problems. Wood used for fuel, whether it be chips or logs, cannot be stored in food preparation or storage areas because of concerns about fire and insect infestation. And smokers should be cleaned frequently. By-products of smoke production coat the interior of smokers. This buildup of tar and creosote presents a fire hazard and also may transfer flavors to other foods cooked in the unit.

Cancer concerns

Smoking may be a low-fat means of adding flavor to foods, but is it safe in terms of cancer risks? The National Cancer Institute (NCI) recommends that Americans minimize consumption of smoked foods. Smoking or charcoal-broiling foods causes carcinogens and potential carcinogens to be deposited on the surface of food. To minimize exposure to these substances, NCI offers the following guidelines for barbecuing and hot-smoking foods:

- □ Choose lean cuts of meat and carefully trim meat of all visible fat before cooking.
- □ Choose thin cuts of meat that cook quickly. Avoid charring the meat.
- □ Precook meat or poultry to reduce the grilling time.
- □ Remove visible fat and skin from poultry.
- □ Grill low-fat foods that cook quickly, such as swordfish, monkfish and other firm fish.
- □ Raise the level of the grill so food is further from the heat.
- □ Grill foods in foil until the last few minutes; then grill directly over the coals.
- □ Clean the grill after every use.

KEEPING INTEREST ALIVE WITH SPECIAL-EVENT DINNERS

There is a little part of all of us that likes to feel special. It is no wonder, then, that special-event dinners have become an effective way to build long-lasting relationships with customers.

by Julie Fintel

On the day reservations open for New York City's Union Square Cafe's wine dinners, the phone rings constantly. "The dinners sell out in a minute," says owner Danny Meyer. "It's not pretty here the day people call in. I have to have someone special here just to handle all the calls."

When La Scala of Little Rock, Arkansas, began wine dinners five years ago, 12 to 15 people came. Now 350 people are on the mailing list to hear about the dinners, and the restaurant closes one Monday a month to accommodate the 60 to 65 people who are first to sign up. Some customers come regularly: "Just put us down as an automatic yes," they tell manager Mike Wallace. Wallace says people buttonhole him at parties and demand to be put on the mailing list for the wine dinners.

Theme or special-event dinners are usually multi-course affairs prepared for a set number of people, with the food and beverage tied into a theme. The most common themes are foods and wines of a certain country or region, or wines from a certain winery with foods chosen to complement them.

The Lark, an upscale restaurant in West Bloomfield, Michigan, which holds one theme dinner on two different nights per month, has sponsored everything from the most elaborate French meal to a simple New England shore dinner. La Scala has tried a "grazing format" with wines and foods assembled from seven different countries, a wine brunch and a dinner where all the wines were the same kind, but from different wineries. For example, one dinner featured only Sauvignon Blancs; another featured seven different California Chardonnays.

The "winemaker dinners" at Chez Melange in Redondo Beach, California, which have been going on for eight years, have evolved from simple events planned around the products of one winery to all-encompassing concepts that include decorations and entertainment. "Our guests would get bored after eight years with the basic wine dinner. We must package it better," says co-owner Michael Franks. Plans are underway for a "Dine on Desserts" evening. It will begin with a stand-up reception featuring appetizers. Then the guests will be seated to sample six desserts prepared by chefs from some of the area's most prestigious restaurants—with a different dessert wine served with each dessert.

Food first, wine second

Some restaurants make food the star of the special event. Although appropriate wines are often recommended, they are not a necessary part of the occasion.

Joyce Goldstein of Square One in San Francisco has been serving regional dinners and lunches every Wednesday for nearly five years. The average dinner check is $38, which includes wine but not gratuities.

The restaurant has featured the cuisines of the Middle East, Spain, Portugal, France and Latin America; patrons are currently eating their way through Italy, with one region featured two Wednesdays in a row. Customers order a la carte from a selection of two pastas, two sautes, four grills, five salads, two soups and five desserts. For example, when the region of Lazio (which contains the city of Rome) was featured, some of the menu offerings were *saltimbocca* (braised veal scallop with prosciutto), baby lamb chops, a polenta plate and a fritto misto of artichokes, cauliflower, zucchini and rice croquettes.

Regular customers know to make their reservations early. Co-owners Joyce Goldstein and son Evan Goldstein see the special meals as a way to keep interest alive, a way to offer customers something out of the ordinary.

The Lark's owners Jim and Mary Lark have offered a Russian dinner and a Monet dinner (patterned on food enjoyed by the French painter), but the most popular is the annual Old English Christmas dinner, with its main course of roast goose and other courses like the beignet of Dover sole, oysters with periwinkles in champagne sauce, and the Yule log with rum sauce. Cost of the special dinners at The Lark is between $60

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and $65, without gratuity. However, the Russian dinner cost more, because it included fresh imported caviar.

Except for coffee or tea, beverages are usually not included at The Lark's theme dinners. But customers have the option of buying the wine bouquet—one glass of each of six or seven wines specially chosen to go with each course—for $22.50. About half the diners buy the bouquet, Lark says.

Wine first, food second

Other restaurants are having great success with wine dinners, with the event keyed to wines from a specific winery or to wines from a particular area.

La Scala generally offers five to six courses with accompanying wines from a specific region or country. For example, a recent dinner had an Australian theme. An Australian importer was on hand to talk about the wine and food. The price is generally $35 to $45 per person, including wine and gratuities.

Wine dinners at Yellow Brick Toad, Lambertville, New Jersey, have spotlighted different regions as well as various wineries. For instance, April's dinner featured wines from Freemark Abbey, California. Winemaker Ted Edwards was on hand to talk about the wines being served.

The March dinner featured Alsatian wines and food. A representative of the Alsatian Interprofessional Wine Committee, Jeffrey Pogash, was the featured speaker. Pogash also worked with Yellow Brick Toad's chef to develop ideas for the foods and wines that were served. Together they chose Pinot Gris Trimbach 1986 to go with the *hasenpfeffer* (rabbit stew) appetizer, Gewverztraminer Clos St. Landelin 1987 to match the grilled venison with foie gras and a Gewverztraminer Trimbach 1983 for the apple tarts. Price for this dinner

"We never repeat a dish, and we never use something from the regular menu. It's always something new, and we take chances. But experimenting with the food as well as the wine is what it's all about," says Franks.

was $80, but Yellow Brick Toad's wine dinners cost as little as $55 and as much as $135.

Some recent themes for wine dinners at Union Square Cafe were "A Celebration of the Roman Trattoria with Country Wines of Italy" and "The New Wine and Food of Switzerland." The dinners take place on Sunday nights, when the restaurant is normally closed. For $75 to $100 (depending on the food and wine served) each of 75 diners enjoys eight courses and eight wines.

Although possibilities for different wine dinners seem endless, some restaurateurs are trying dinners planned around another beverage. Beer dinners have already proved popular in some places (see ***Restaurants USA***, February 1990). Chez Melange is planning a dinner featuring the beers and food of the Los Angeles Brewing Company in West Los Angeles. The company, headed by Wolfgang Puck, produces Eureka California Lager and runs the Eureka restaurant. Champagne has also been served at Chez Melange, and The Lark's Russian dinner featured Stolichnaya Vodka—poured from bottles encased in ice in which flowers were suspended.

Food must be innovative

When sampling wine is the main purpose of the theme dinner, then the food is chosen to marry with the selected wines. "Choosing wines and food is easy," says Meyer. "The same combinations have usually been served together for centuries." An exception "and a real challenge" was the Mother's Day dinner at Union Square Cafe, with all the wines made by women, and food that was chef Michael Romano's version of "mom's cooking." Meyer ended up serving wines from California, Alsace and Italy to go along with the stuffed clams, lasagne and strawberry-rhubarb crisp.

Many wine dinners are planned with the sponsorship and help of a wine distributor or winery owner. When that is the case, the restaurants may use the food suggestions and recipes provided by the winery. For example, La Scala used recipes from Chateau Ste. Michelle Winery's cookbook, *Star Spangled Cooking*, for the lobster tortellini, salmon in Oregon hazelnut butter, tenderloin with wild mushroom sauce and poached spiced pears that were served with that Washington state winery's products. La Scala also uses guest chefs periodically to host its dinners—a couple who teach Italian cooking at the local adult education center come every six months to prepare their Italian specialties.

Nevertheless, the presentation of authentic food in line with the theme requires exhaustive research and tasting. After Chez Melange co-owners Franks and Bill Donnelly choose a winery, they taste the wines to be served. They then discuss with other staff what foods will go best with the wines and the concept they will use to present the wines and the food. "We never repeat a dish, and we never use something from the regular menu. It's always something new, and we take chances. But experimenting with the food as well as the wine is what it's all about," says Franks.

Some restaurant owners and chefs use their travels to gather menu ideas and recipes. Jim and Mary Lark try to take a trip at least once a month to gather inspiration for their food. Meyer and his chef also travel; the result of their last trip was the Roman trattoria dinner.

Yellow Brick Toad owner Dan Duthie uses restaurant-owner friends in the area who are willing to share recipes and advice. And the Larks also delve into food publications and their library of cookbooks.

To close or not to close

How the dinners are staged also varies. Some restaurants close for the evening of the dinners. Others hold the dinners in a special room. Union Square Cafe and The Lark hold the wine dinners on nights they are closed anyway. La Scala began by holding its dinners in a private room during regular dining hours, but finally had to close the restaurant for the evening of the dinners because the owners wanted to include more people.

Yellow Brick Toad's wine dinners, limited to 30 people, are held in a part of the restaurant sectioned off from the main dining room by trees. "I like the regular diners to be able to get a glimpse of the tables set with the many wine glasses," says Duthie.

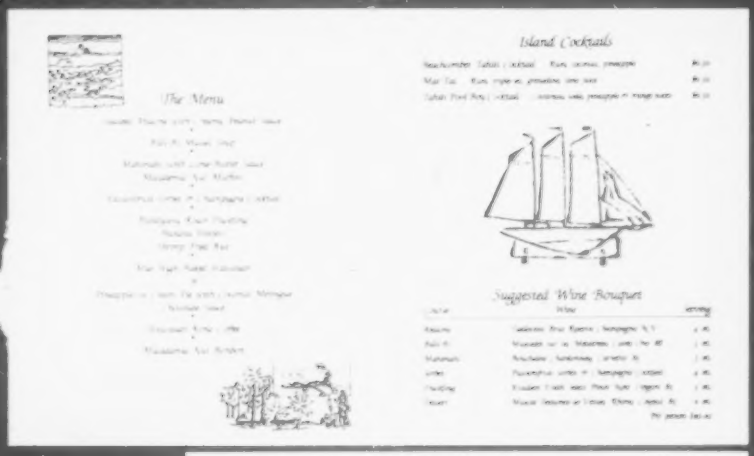
Sunday and Monday nights are favorite times for special-event dinners because those evenings are generally slow. Meyer doesn't hold wine dinners in the summer or fall—summer is when he and his chef like to travel, and fall is too full of Thanksgiving and Christmas plans.

Learning and having fun

Food and drink may be the main attraction, but another reason the dinners are so popular is that they're fun. "It's one of the lures," says Meyer. "Guests get to meet people with whom they have something in common, i.e., an interest in food and wine." To be sure the guests mix with each other and don't just stick to their own group, the tables are small and the restaurateurs play matchmaker—seating people at tables with other people they think will prove compatible. "It's one of the fun things I do—arranging the seating," says Duthie. "But you can't go wrong; they're all nice people." Meyer limits parties to four persons to be sure one large group doesn't take over the evening.

Most dinners will have an official host, who not only oversees the whole evening but also acts as lecturer. Sometimes it's the wine distributor or winery owner; sometimes it's

The Lark



the restaurant owner. Lark announces each course and tells about the wines offered. Meyer does the speaking himself, talking not only about the meal being served but also about the region that inspired it. He said he gets a lot of audience participation that even sometimes takes the form of disagreement with wine and food choices he has made—"proving that people's palates are all different," Meyer adds.

Franks chooses his vineyard owners and winery representatives with an eye toward personality as well as expertise. The more flamboyant the better, he says. A recent dinner featured two winemakers, Robert Long of Long Vineyards and Robert Pecota of Pecota Vineyards. The result was a double act—"very lively and very funny."

Usually the host speaks from a central location, but at the Yellow Brick Toad the wine authority rotates to an extra place set at each table. "It's more personal—they get to know him, and he can answer all their questions," Duthie explains. Since the regional meals at Square One are ongoing during the entire day, Goldstein tells her customers about the dishes they are enjoying by printing explanations on the menu.

Music or other entertainment can also be part of the program. Meyer doesn't usually include entertainment, but once he surprised his guests with 10 minutes of Sardinian folk dancing. On the other hand, music appropriate to the theme is always a part of the dinners at The Lark. "But it's not so easy to find something authentic," Lark says. "For example, you can't so easily find Moroccan music."

Lark also adds other touches to get people in the right mood for the dinners. His wife Mary arranges the decorations, finding flowers and displaying objects from their travels in the case in the lobby. The Larks also print a menu specially for the occasion, and each dinner guest receives a favor to take home. Couples attending the Monet dinner received a Monet print; Russian-dinner guests received an authentic measured crystal serving glass, imported for the restaurant by Stolichnaya Vodka.

Franks of Chez Melange works with a florist who's skilled at devising decorations in line with the evening's theme. For example, a champagne dinner might have centerpieces made up of a champagne bottle, flowers and balloons. But the banquet room itself, where the dinners are held, already sets the mood with the many winery posters adorning the walls.

Dressing the staff in appropriate garb can also add to the evening's mood. For the Australian wine dinner, the staff at Yellow Brick Toad wore outback gear and bush hats donated by the Australian consul. Rented lederhosen were worn by the male staff for the German dinner.

Announcing the event

Newsletters are the most popular way to notify customers of special-event dinners. They lend themselves well to descriptions of wines and foods to be served and introductions to special guest hosts.

The conversational tone of a newsletter also is in keeping with the clubby, intimate feeling fostered by the dinners.

Comment cards placed on tables are usually the source of the newsletter mailing list. If the cards ask customers to check events they are interested in, then those interested in wine or theme dinners can be specifically targeted for announcements.

"I can't quit"

Special-event dinners are a lot of work. Choosing a theme, researching the food, finding the ingredients, testing the dishes, procuring the wines and training the staff are just some of the steps involved. But with their dinners almost always selling out, most owners who invest in these special dinners would agree with Meyer. "I can't quit; there's too much demand."

WHAT'S A CONSULTANT?

by Robert H. Kaiser

What's a foodservice consultant? If you watched "Frank's Place," a television program about a restaurant by that name that aired a couple of years ago, you heard one character say: "A consultant is someone who can tell you 40 ways to make love to a woman—but he doesn't know any girls."

That definition may make good TV comedy, but it's just not that way in the real world.

A foodservice consultant is actually a person who has management and technical experience in the restaurant field. An operator hires a consultant to get a job done faster, to obtain another way of approaching a solution to a problem or to provide a discipline that may be lacking within the organization.

Consultants are problemsolvers. They define the causes, recommend solutions and, if required, help in the implementation. They do as little or as much as their clients want.

The best way to explain what a consultant does is with some examples.

1. Planning for existing facilities

The Hotel Summit, in midtown New York, was just not attracting customers to its restaurant and cocktail lounge called the Gaucho Room. Unlike the fellow in "Frank's Place," we had no quick answer. We emphasized the need for a thorough market study to determine which way the operation should go and were given the okay to proceed with a market study and feasibility analysis.

On the basis of our research within the many office buildings in the three-block area around the hotel and in the 1,500 hotel rooms, we concluded that the best opportunity was at lunch and that the customers would be principally junior executives and clerical workers. Further research indicated that what might be considered a "high-class saloon" of years ago would be the type of facility to attract this market. After carefully looking at the operation's financial resources, the concept of "Maude's" was developed. A sumptuous buffet and a lavish bar proved to be drawing cards for the new restaurant, which has maintained excellent business for the past 15 years.

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2. One kitchen for two

The owners of a successful multi-unit facility in Lewisburg, Pennsylvania, were seeking to increase sales and to keep operating costs at a minimum. Under one roof they operated a restaurant, did both on and off-premises catering and had a separate bar to which they wanted to add food.

Our first concern was to determine if overall efficiency could be improved. We found two kitchens: one doing general preparation and banquets; the other a service kitchen for the restaurant. Our recommendation was to develop one centralized kitchen for all the facility's needs, and we developed a program to implement design and construction.

The kitchen consolidation saved labor, improved efficiency and reduced operating costs. Meanwhile, we suggested the bar serve as an outlet for pizza developed from a new cheese bread that did not require special equipment or specialized talent. The pizza was introduced—and it brought a sharp increase in sales.

We also suggested the off-premises catering might include box lunches, sold and distributed at corporate dining facilities. This box-lunch program proved successful.

3. Out of the pits

One operator created a specialized way to barbecue chicken and pork ribs. He opened his barbecue pits in

Saratoga, New York, on a seasonal basis only. We were asked to find a way to increase sales in the short term and to develop a master plan for future expansion.

Outdoors, the operator had 16 tables for eight. We recommended he add some smaller tables to seat no more than four. Our survey had shown that while the 16 large tables were occupied, few were ever filled to capacity. People generally do not like to share tables. Once he added the smaller tables, he filled more seats and increased his sales volume.

Smaller tables can improve profits in many facilities. If a dining room has an abundance of tables for four, for example, some can be replaced with tables for two. These can be butted if larger parties arrive.

4. Food costs too high

Profits in a restaurant in Lahaska, Pennsylvania, were down although the sales volume remained high. Our investigation showed food costs, based on portion cost, pricing and sales mix, were running six to eight points too high. We examined the methods of purchasing, receiving and all other areas affecting food costs and found that procedures originally laid down by management were not being followed. As often happens, failure to check procedures frequently allows them to be bypassed. Once we knew the root cause of the problem, we developed a program for regularly reviewing the original operational plan of the restaurant.

That "extra arm"

Knowing what a consultant does may still leave the question, "Why hire someone to do what I, as an operator, should be capable of doing?" Although it's true that good operators know their problems as well as possible solutions, there are just so many hours in the day and management is most often involved in day-to-day operations, with little time left over for planning. A consultant can help the operator get the job done.

A consultant can serve as a sounding board and help an operator crystalize his or her thinking. The consultant has the experience to know what others are doing, what has worked and what has failed. The consultant's perspective is often broader.

The bottom line

"Can I afford a consultant?" an operator may ask. "Afford" is not as simple an idea as it may seem.

Suppose you purchase a piece of equipment for $10,000, knowing it will save you $3,500 a year in labor. That's a 35 percent return on your investment. It is the same with problems.

If your food cost is running five points above potential, for example, costing you an extra $1,000 a month, and a consultant defines the causes, recommends possible solutions and, if necessary, helps you implement the recommendations, the $7,500 he or she would charge would save you $4,500 in the first year alone.

So, finally, look upon retaining a consultant in the same way you look upon any other investment—the return-on-investment way. ❑

What type of expertise do consultants offer?

Foodservice consultants offer a wide range of services. No single person claims to be an expert in all areas, but some foodservice consulting firms are large enough to hire staff members to cover every potential design and operational challenge.

Specific areas of skills include the following:

Design
Engineering
Equipment selection
Specifications
Facilities layout
- ☐ Kitchens
- ☐ Laundries
- ☐ Bakeries

Decor
- ☐ Interiors of all types

Energy systems

Management
Management systems
Employee training
Menu planning
- ☐ Recipe formulation and testing
- ☐ Food specifications
- ☐ Nutrition
- ☐ Portioning/packaging
- ☐ Simplified cooking methods

Troubleshooting
Operations review

Planning
Marketing research
Feasibility studies
Concept planning
Marketing studies
Programming

—Foodservice Consultants Society International (FCSI)

Editor's note: FCSI is a worldwide organization with members in more than 30 countries. Consultants qualify for membership by having at least 10 years of experience in food-industry consulting. They must pass critical reviews of professional competence and must have been published in the field.

Choose your consultant carefully

1. Ask colleagues and other well-informed executives for several referrals. Check each person's credentials and give each candidate the same data on your project.

2. Ask each consultant to describe his/her approach to your situation. This isn't asking for details—just for a description of the problemsolving process.

3. Ask for references and follow up on them, asking:

- ☐ Were you satisfied with the services performed? If not . . . why not?
- ☐ Would you hire this consultant again? If not . . . why not?
- ☐ Did the consultant meet your deadlines?
- ☐ Did the consultant coordinate properly with other specialists on the project (i.e., architects, engineers)?

4. Inspect some of the consultant's projects. If that's not possible, call the operators and talk frankly about their level of satisfaction with the consultant's work.

5. Interview each finalist in person. Face-to-face meetings are invaluable.

—FCSI

SINGULARLY, SINGLE MALTS

by Philip Kralovec

Americans' tastes in alcoholic beverages are unpredictable. Examine the parallel growing popularity of wine coolers with fine vintages, or light beers with fully flavored boutique brews or now "soda-pop" flavored vodka and schnapps drinks with intensely flavored single-malt scotch whiskies. Although it is not an easy task, understanding these very different market segments can help restaurateurs operate a more profitable beverage business. Here we take a look at single malts.

The popularity of single-malt scotches is relatively new. Whereas just a few years ago there were only 20 or so single malts available in the United States, now that number exceeds 100. According to trade sources, single-malt scotch whisky is the fastest-growing segment of the "brown goods" category of the industry. Single malts are being sipped as cocktails and savored as aperitifs and digestifs with a full-course dinner. Indeed, they are very much like a fine cognac in character.

As the name implies, scotch is a cultural signature of Scotland. Each glen and burn is seemingly blessed with its own distillery that makes its own distinctive whisky. It is so important to Scotland's commerce and culture that in the early part of this century a special commission was established to define it. The findings described scotch as a spirit drink, distilled from malt with or without the addition of other grains, aged in casks for a minimum of three years and—most important—distilled and matured in Scotland. There are a few scotch-style whiskies made outside Scotland (Japan makes one), but these producers may not and do not use the "scotch" designation.

The definition of scotch and the procedure for making it are not terribly different from those for Irish whisky, bourbon or any other type of whisky (see sidebar). What most notably distinguishes scotch from the other varieties is its distinctive flavor.

The taste has been described as a sharp, medicinal, tongue-tingling tang, and it usually takes a while to cultivate a taste for it. Once an appreciation has been developed, the taste is a wonderful complement to the soft, sweet fullness of the malt. The spring water used by distilleries becomes impregnated with the flavor as it runs over and through the land. This flavor can be enhanced if peat, a fossil fuel, is used to kiln the malt in the whisky-making process.

Philip Kralovec, assistant to the director at the association's Chicago office, is an aficionado of fine beers and spirits. He broke the story of the beer revival in the January 1987 issue of ***Restaurants USA.***

Until recently, most of the scotch enjoyed in this country has been blended whisky—Dewars White Label, Johnnie Walker, Chivas, J&B, Grants, etc. These blends were devised by whisky merchants because their less intense flavors were thought to appeal to wider markets. A blend may contain between 24 and 40 different whiskies, including malt distillates and neutral spirits distilled from other grains. This in no way means blends can't be good. On the contrary, many are beautifully balanced hybrids.

Four main styles

Single-malt scotch whiskies, on the other hand, contain only malt whiskies (that are made from barley malt) from a single distillery. There is also a vatted malt, which is a blend of single malts usually of the same style. What makes single malts distinctive is their intense flavors. These include soft, sweet malts from the Lowlands; peaty and smoky selections from the islands; the clean, briny Campbeltown whiskies and the elegant, complex, Highland malts.

A good selection of single malts should include at least one scotch of each of these styles.

□ *The Lowlands.* The Lowlands obviously, as the name suggests, is the lowest section of Scotland, where the largest cities Glasgow and Edinburgh are situated. The geography of this area is less mountainous and less peaty than other areas of the country and, predictably, the whiskies the area produces are softer and sweeter. This makes them an excellent starting point for learning about single malts. Fine examples of this style include Auchentoshan, Glenkinchie, Ladyburn and Littlemill.

□ *The Campbeltown.* This is the smallest of the regional styles. These single malts are produced on the coast of a southern peninsula known as the Mull of Kintyre, which projects into the North Channel on the Atlantic Ocean. These are clean-tasting whiskies with a hint of sea air in the nose. Some say this trait comes from the sea mist rolling ashore, which is inhaled by the casks as they breathe in and out with each change of season. Only two distilleries operate there today—Glen Scotia and Springbank.

□ *Islay.* These are the most distinctive-tasting of all single malts. Pronounced "eye-la," this tiny island in the inner Hebrides on the west coast of Scotland plays host to eight or so unique distilleries. These whiskies have the most intense peat flavor, which makes them an integral part of many blends. Smoky and seaweedy tones make them even more unusual. Fine examples of Islay whiskies include Bowmore, Bunnahabhaim, Lagavulin, Laphroaig and Talisker (Isle of Skye).

□ *Highlands.* This is whisky heaven. Of the 100-plus malt distilleries in Scotland, about 60 are concentrated in the lush green Highlands. The varied geography of this section of the country includes mountains yielding their crystal-clear waters to streams and rivers, peaty moors and fertile fields for sweet grains—everything needed for a fine scotch. Not surprisingly, then, the area produces many complex, beautifully balanced whiskies. Within the area, there are numerous classic substyles; the Livet River, for example, hosts several distilleries producing in the glenlivet style. The nearly endless list of fine Highland malts would include, from the west Highlands to the east: Highland Park (Isle of Orkney), Glengoyne, Oban, Glenmorangie, Knockando, Dalmore, Dalwhinnie,

What is whisky?

The word "whisky" is derived from a Scotch Gaelic expression that means "water of life." Whisky is made by grinding malt (germinated barley) and at times other grains, steeping this grist in water, fermenting the separated liquid, reducing that liquid down to alcohol with heat and finally aging the alcohol in sherry or bourbon casks. Aging varies from three to 50 years. The casks color the whisky golden brown or a tawny gold and contribute to its complex flavor. The sherry butts impart those tones to the taste, and the American oak of the bourbon casks can add a hint of vanilla. Unlike wine and like beer—which it is closely related to—once bottled, scotch will age no longer.

Cragganmore, Glenfarclas, The Singleton of Auchroisk, The Macallan, Glen Grant, The Glenlivet, Balvenie, Glenfiddich, Glendronach and Lochnager.

All of these single malts are at least 10 years old, and most of them are aged for 12 years. Many single malts are available in a variety of vintages; 10, 12, 15, 18 and 25 years are the usual periods of aging. It is quite interesting and enjoyable to sample the same malt in different vintages back-to-back, to see how the aging has affected the whisky.

Regrettably, many single malts are not yet widely available in all areas of the country. Fortunately, though, the selection is quickly and steadily increasing. Single-malt whiskies may be found in their own distinctive distillery bottlings or in one of two merchant bottlings: Cadenhead, with its generic-looking black label, and Gordon and McPhail's Connoisseurs' Choice Collection.

Well-tailored to restaurants

What makes single malts especially well tailored to a restaurant or lounge is their cost. Because a fifth retails for $20 to $150 for the rare 25-year-old scotch, even the most devoted of malt-lovers will keep only a small collection at home. A good selection in a restaurant enables a malt-lover to enjoy and compare many more different malts less expensively. Depending on the whisky and the location and type of operation, the price of a single malt can range from $3 to $25 per drink. Besides building check averages, these prices can also make the drinks very profitable.

Most fine restaurants already carry a nice selection of single malts to complement their showcases of champagne, cognac/armagnacs and liqueurs. Midscale restaurants are now, too, offering malt selections.

Some restaurants have been building single-malt lists for years. One is the North Star Pub in New York City, which now features 61 malts. It promotes its scotches with group tastings, and it recently instituted a "self-guided" tasting any customer can enjoy at any time. It's a very low cost, ongoing promotion. According to Deven Black, the North Star's general manager, the pub offers four separate tastings to cover four distinct aspects of single-malt appreciation: the effect of the geography of Scotland, the effect of the type of barrel used for aging, how different lengths of aging affect malt whisky and how malts are used in creating brand-name blended scotches. The tastings are priced between $9 and $19.50 and include three to four whiskies, tasting notes and crackers for palate cleansing.

Not for mixed drinks

Finally, single malts are too special to be used in a mixed drink. They are best enjoyed "neat" or with just a splash of water. These are sipping whiskies and should be tasted as one would a fine wine. Sniff them first, swirl them around the mouth to detect the body, and last, take note of the myriad complex flavors: peat, fruit, smokiness, sherry, vanilla, etc., in the nose, palate and finish. ⌟

Editor's note: To explore single malt further, read an excellent source, *The World Guide to Whisky*, by Michael Jackson. This beautiful book gives malt-by-malt profiles as well as an overview of other types of whiskies.

Single malts at the Show

Not surprisingly, single malts had a greater presence at this year's Show than in previous years. Not only has the number of exhibiting companies that market single malts increased, but so has the number of single malts those companies represent.

One of the newest entries in the single-malt market is Heublein, Inc. Three months ago it began representing Highland Park, a rich and beautifully balanced malt produced on the remote Isle of Orkney off the northern tip of Scotland. Heublein selected this single malt because it is an integral component of its blended whisky, Famous Grouse. Enthused by a successful test market, Edwin D. Gualtieri, president of the Vanguard Group, reports that the single malt will be available in many major markets this summer.

Another exhibiting company, Paddington Corporation, represents the interestingly named single-malt Knockando, which is additionally distinctive because its label records the year of distillation as well as the year of bottling. This company also markets the well-known blend of J&B. Paddington introduced Knockando in 1983, which makes it one of the first of the new wave of single malts to reach the United States. It has focused on fine-dining restaurants to market the whisky. A sister company, Morgan Furz, markets another distinctively named and flavored single malt, The Singleton of Auchroisk, often referred to as The Singleton.

The William Grant and Sons companies presented Glenfiddich, the second-best-selling single malt in the United States. Glenfiddich was first introduced in the United States in 1963, which makes it one of the first single malts available here. Sales have significantly increased during the last few years, and the company also noted a marked increase in the number of operators inquiring about and sampling its single malts at this year's Show. Additionally, William Grant distills, imports and markets Balvenie, an elegantly bottled premium whisky. It is now widening the U.S. distribution of this highly regarded malt.

Last, the House of Seagram was on hand with The Glenlivet, the top-selling single malt. Seagram's owns 10 single-malt distilleries in Scotland. Several of these produce whisky primarily for its super-premium blend, Chivas Regal; the others are regarded as too small to produce for the U.S. market. The Glenlivet is an elegant malt, which is historically significant because it was the first legal distillery in the Highlands. Seagram's has capitalized on this proud heritage in a recent ad, which boasts: "The Glenlivet. The Father of All Scotch."

According to Mark Gothberg, product manager, Seagram's is very optimistic about the market for single malts. It intends to continue to aim toward increasing on-premises business so more people can sample and develop a taste for the whisky.

#108

Interviewing a securities analyst

In a brief conversation with my seatmate aboard a 757 on my way to an industry conference, I discovered he was a foodservice industry securities analyst for a major brokerage firm. We chatted for a while, but then I put the seat recliner back, closed my eyes . . . And all of a sudden the analyst and I were once again engaged in conversation.

Me: *What is the single most important thing you look for in valuing the stock of a foodservice firm?*

Analyst: That's easy! The key thing for me is the size and color of the print and photos the firm uses in its advertising, menus, menu boards, placemats or tray mats.

Me: *Really! I'm amazed! I never would have thought something such as that would be a determining factor.*

Analyst: It makes perfect sense if you stop and think about it. The population is getting older, and older people often have trouble with their eyesight. They like large print, and so they notice the companies that have large print more frequently, which draws them to those establishments. Children, on the other hand, like a lot of color, so they're drawn to photos. Many teenagers these days don't read very well, so the photos are helpful to them, too.

Me: *That's incredible! What about the fundamentals of the business, such as quality of food, good service, a clean and pleasant atmosphere, adherence to standards and customer orientation?*

Analyst: A few restaurant patrons pay attention to those things, of course, but we analysts don't. Fundamentals to an analyst mean growth in earnings, growth in return on equity, increasing market share, things like that. Those are the fundamentals we're interested in. We don't care about all that other stuff. It's superfluous to us.

Me: *Well, what about the quality of the company's management, the excellence of its training programs and the care and attention it gives to research and quality assurance? Do you ever chart those things?*

Analyst: We give it lip service to make corporate management feel good about talking to us, but those things are not as critical as print size, color and photos. Also, the word "chart" means something different to an analyst than it does to you. A "chartist" simply looks at the cyclical movement of the price of the stock over a period of time and then makes buy, hold or sell recommendations depending on where the current price falls on the cyclical chart.

Me: *That all sounds so financial and so technical to me. I sense a lack of appreciation for the basic nature of business.*

Analyst: Well you certainly don't have to be a gourmet—or a gourmand, for that matter—to be a foodservice securities analyst. We get measured by consuming information and data, not food. Then we digest it, if you'll pardon the pun, and then, we "repackage" it and send it out to our clients.

Me: *Tell me, do you follow other industries?*

Analyst: Oh yes! My firm has also assigned me to the pet-food manufacturing industry.

Me: *Isn't that terrific. I suppose you see some parallels between the two industries?*

Analyst: Actually they're reverse. The quality of the food is the key element in the pet-food industry. All those dogs, cats, birds, hamsters and goldfish can be pretty finicky about their food. If they don't like something, they don't eat it. That affects the company's bottom line pretty fast.

Me: *I have noticed that many analysts will change their recommendations several times within a short period from buy to hold to sell and back again. That doesn't display much loyalty to the companies they follow.*

Analyst: Loyalty? Are you kidding? That word does not exist in our vocabulary. We're interested in our pocketbooks, not in emotional sentiments.

Me: *I'm not talking emotion. I'm talking long-term perspective. American companies are often criticized for managing for the short run and not the long run, as some foreign corporations do, for example. It seems the financial markets and securities analysts penalize a company that takes some short-term "hits" to fortify itself for a better future.*

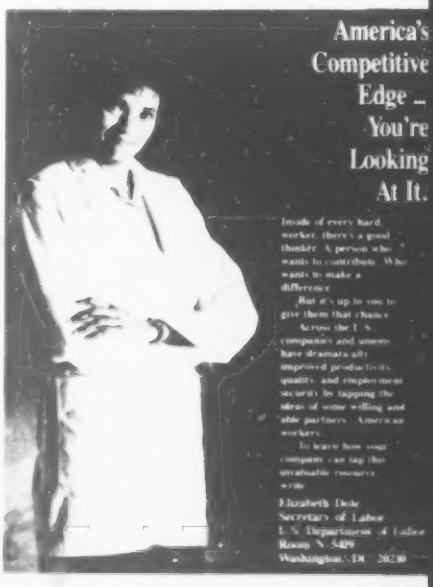
Analyst: That may be true, but that's the system, and I'm not going to buck it. I've got my commission to think about.

Me: *How often do you eat out?*

Analyst: I eat out all the time. I go to all sorts of restaurants just to keep proving my theory about print size, color and photos being the key determinants to financial success. It works. By the way, you may want to buy some stock through me. I've really got a hot tip. It's a sure-fire thing to triple your investment in 30 days. It's a foodservice firm. You're the first one I'm letting in on it. I recommend you buy . . .

The crackle of the plane intercom startled me, and I realized I had been dreaming. This conversation never actually took place. Securities analysts are probably not like that . . . or are they?

Fisher's Law #108: A business should drive the stock price by excelling in its business. A business should not be driven by its stock price.



CREST* report—1990 winter quarter

Restaurant traffic advanced a slim 0.8 percent in the winter quarter of 1990, compared with the 1989 winter quarter. This marks the third consecutive quarter of traffic increases. However, the traffic growth in the winter of 1990 was substantially lower than growth in both winter 1988 and winter 1989, when traffic advanced 3.2 percent and 2.1 percent, respectively. Below-average temperatures throughout the country in December may have had a dampening effect on customer traffic growth.

Contrary to quarterly growth in 1989, upscale restaurants posted a large decline in customer counts, as customer traffic at upscale restaurants fell 3.5 percent from winter 1989 levels. Midscale restaurants, which registered increases in customer counts in the 1989 summer and fall quarters, likewise witnessed a decline in customer traffic in the winter quarter of 1990—down 2.4 percent. Quickservice restaurants were the only establishments to register traffic advances—a 2.4 percent gain.

Although two out of the three restaurant segments saw a drop in customer traffic, growth occurred at all three meal periods. Supper traffic advanced a robust 2.6 percent from winter 1989 levels—the highest growth of the three major meals. Customer counts for both lunch and breakfast posted more modest advances, rising 0.7 percent and 0.4 percent, respectively.

Off-premises traffic growth outperformed on-premises traffic in the winter of 1990. Off-premises customer counts were 4.3 percent higher than in winter 1989. Both upscale (up 27.2 percent) and quickservice (up 4.6 percent) restaurants posted healthy gains, which offset a 3.6 percent drop in off-premises traffic at midscale restaurants. In addition, off-premises customer counts grew at all three meal periods; supper showed the largest advance—up 8.9 percent.

On-premises traffic dropped 2.2 percent in the winter quarter. The decline in on-premises counts was most noticeable at upscale establishments—down 5.7 percent. On-premises customer traffic also declined at midscale establishments (down 2.2 percent) and quickservice restaurants (down 1.0 percent). On-premises traffic posted a modest 0.4 percent increase at lunch, but dropped 3.4 percent at supper and 1.7 percent at breakfast.

Supper traffic advanced a robust 2.6 percent from winter 1989 levels—the highest growth of the three major meals.

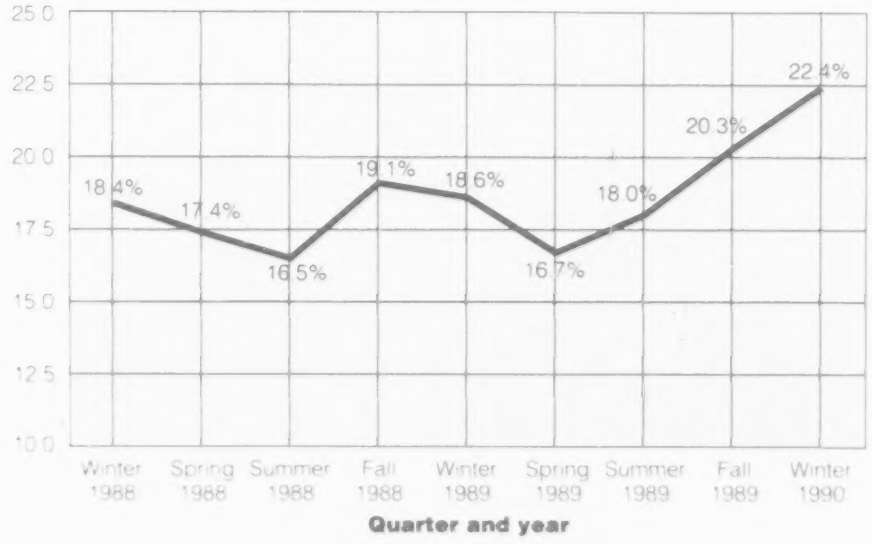
Promotions

Promotion use was higher in the winter of 1990 than during the two previous winters. Deals were used on 22.4 percent of all occasions in the 1990 winter quarter—up substantially from 18.6 percent in the winter quarter of 1989 and 18.4 percent in the winter of 1988. In addition, the proportion of visits on which a deal was used has climbed consistently since the spring quarter of 1989.

The use of deals grew among all three restaurant categories as well as at all three meal periods. Deals were used most frequently

Promotion use at restaurants*

Deal use has increased steadily since the spring quarter of 1989



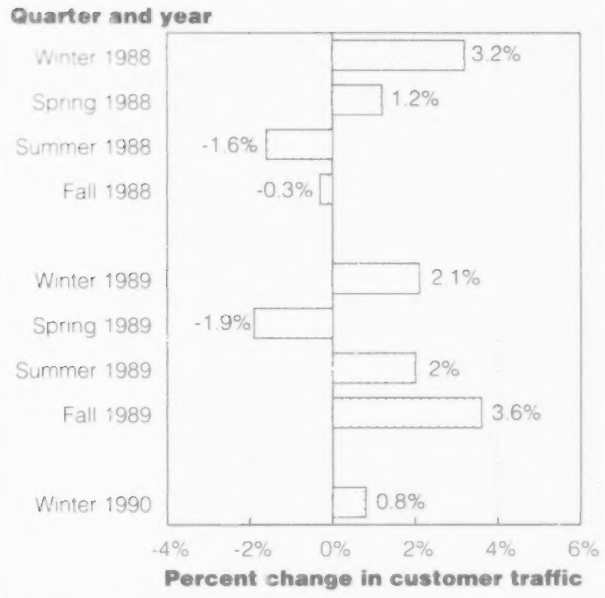
*expressed as percent of occasions on which a deal was used

Source: NPD CREST Quarterly Household Reports, Winter 1988-Winter 1990

*CREST stands for Consumer Reports on Eating Share Trends, a division of one of the NPD marketing companies.

Change in customer traffic by quarter,* winter 1988 to winter 1990

Customer traffic advanced 0.8 percent in the winter quarter of 1990



*percent change over same quarter, previous year

Source: *NPD CREST Quarterly Household Reports*, Winter 1988—Winter 1990

at quickservice restaurants, where they were used on 25.8 percent of occasions. Deals were used on 15.9 percent of midscale restaurant occasions and 14.5 percent of upscale occasions.

Supper was the favored meal period for promotions; deals were used on 28.4 percent of occasions. A promotion was used on 20.3 percent of lunch visits and 18.8 percent of breakfast occasions.

Average check size

The average per-person check size rose 1.3 percent from $3.82 in the winter of 1989 to $3.87 in the winter of 1990. This marks the lowest quarterly increase in per-person check size since the fall quarter of 1987.

The average check at midscale restaurants showed the highest increase, rising 5.8 percent to $4.73 per person. Quickservice restaurants posted a more modest advance in average check size—up 2.5 percent to $2.87 per person. The average per-person bill at upscale restaurants actually declined from winter 1989 levels, falling 2.3 percent from $9.62 per person to $9.40 per person.

Among the three meal periods, breakfast posted the largest gain in average per-person check size, with a 5.4 percent gain to $2.55. The average lunch expenditure advanced 2.0 percent to $3.57 per person. The average per-person supper check declined slightly, dipping from $4.92 per person in the winter 1989 quarter to $4.90 in the winter 1990 quarter.

Nancy Michalski

Spotlight on sandwiches

Sandwiches are an important and popular component of restaurant menus—one-third of all restaurant occasions in 1989 involved a sandwich. Often consumed off premises, sandwiches offer patrons a quick, convenient meal and are popular with children.

No other type of restaurant food is ordered as frequently as sandwiches. In 1989, 33 percent of restaurant occasions involved a sandwich. In addition, sandwiches captured 51 percent of all lunch orders and 30 percent of all dinner orders.

Burgers still at top of sandwich heap

According to CREST, total sandwich eater occasions* have declined in recent years because of a drop in overall hamburger eater occasions. Burger eater occasions declined from 19 percent of all eater occasions in 1984 to 17 percent in 1989, causing overall sandwich eater occasions to drop two percentage points to 33 percent during that five-year period. Sandwiches other than burgers remained virtually unchanged, hovering around 15 percent of all eater occasions during that time.

The burger's share of all sandwich eater occasions has dropped from 56 percent of all sandwich eater occasions in 1987 to 53 percent in 1989. Still, no other type of sandwich approaches the popularity of the burger. The burger's closest competitors, each with a 6 percent share of sandwich orders, were fish/seafood sandwiches, chicken sandwiches, and roast-beef sandwiches, as well as hot dogs and heroes/subs.

Most consumers preferred their burgers plain (53 percent of all burgers ordered). Forty-one percent ordered cheeseburgers, and 6 percent ordered bacon cheeseburgers.

Sandwiches by segment

In 1989 more than eight out of 10 sandwich orders occurred in fast food restaurants, 16 percent in midscale establishments and 4 percent in upscale restaurants, according to CREST data.

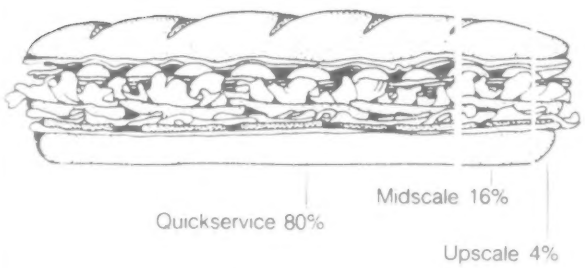
Sandwiches captured a large portion of overall restaurant orders, especially at quickservice restaurants, where 38 percent of all quickservice eater occasions involved a sandwich in 1989. Hamburgers were the most popular choice by far. Nearly six in 10 fast food sandwich orders (58 percent) were hamburgers, 8 percent were chicken sandwiches and 7 percent were heroes/subs. Sandwiches were especially popular at fast food barbecue restaurants (42 percent of all orders), fast food, var-

* *An eater occasion is one meal or snack eaten by one person; a restaurant occasion is a transaction that included one or more diners.*

ied-menu establishments (36 percent); ice cream restaurants (23 percent) and chicken restaurants (10 percent).

Sandwiches were popular at midscale restaurants, too. In 1989, 21 percent of all midscale orders were sandwiches. However, hamburgers represented a smaller proportion of sandwich orders among midscale restaurants (30 percent) than among the quickservice segment. Miscellaneous hot sandwiches, such as grilled-cheese sandwiches or meatball sandwiches, enjoyed a higher level of popularity among midscale establishments (14 percent of all midscale sandwich orders). Also, hot dogs (7 percent) and heroes/subs (7 percent) were ordered more often than at fast food places. Not surprisingly, 73 percent of orders at midscale sandwich establishments were sandwiches.

Share of total sandwich orders* by type of restaurant



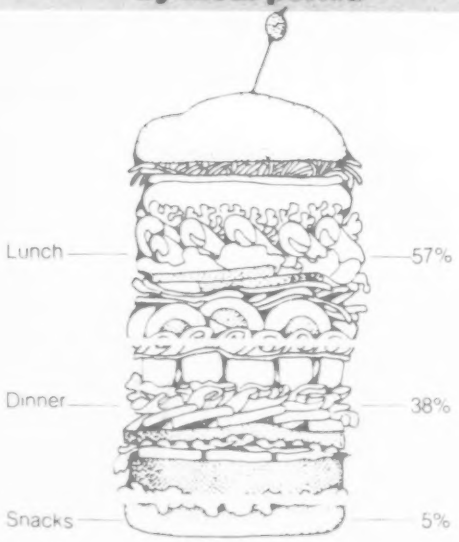
*excluding breakfast sandwiches
Source: 1989 NPD/CREST Annual Household Report

Barbecue restaurants, varied-menu restaurants and family-style restaurants also saw a high percentage of sandwich orders (each between 20 and 30 percent).

Considering the broad range of menu items offered at upscale restaurants, sandwiches garnered a large proportion of orders (more than 14 percent). Thirty-eight percent of all sandwich orders were burgers. Other popular items were turkey sandwiches, roast-beef sandwiches, steak sandwiches and BLT/club sandwiches. Hamburgers were more popular at moderate-check upscale establishments (40 percent of sandwich orders) than at higher-check operations (24 percent).

At higher-check upscale establishments, BLT/club sandwiches captured more than one out of every 10 orders, and miscellaneous hot sandwiches captured 14 percent of orders. Moderate-check upscale barbecue restaurants (14 percent), steak restaurants (13 percent) and hotel dining rooms (14 percent) had a high percentage of sandwich orders, compared to other types of upscale restaurants.

Share of total sandwich orders* by meal period



*excluding breakfast sandwiches
Source: 1988 National Restaurant Association/CREST special study

Lunch accounts for majority of orders

Sandwiches were most popular at lunch, according to a special 1988 National Restaurant Association/CREST study. More than half of all sandwich orders (57 percent) occurred at lunch, 38 percent occurred at dinner and the remainder occurred as a snack or at breakfast.

However, certain types of sandwiches were more popular at certain times of the day. For instance, larger burgers were more likely to be ordered at dinner than regular-sized ones were. Heroes/subs, fried-fish and roast-beef sandwiches were also ordered more frequently at dinner. In contrast, ham-and-cheese sandwiches, turkey sandwiches, BLT/club sandwiches and egg/ham/chicken-salad sandwiches were clearly luncheon favorites.

In addition, in 1988, 36 percent of all sandwiches were consumed on Friday and Saturday, 12 percent were eaten on Sunday and 52 percent were eaten on Monday through Thursday. Burgers, chicken sandwiches, heroes/subs and roast-beef sandwiches seemed to follow this consumption pattern, whereas some sandwich items were favored on other days. Hot dogs, a favorite of children, were most popular on Saturday, particularly at lunch. Almost one-quarter of all fried-fish sandwiches were eaten on a Friday.

Traffic gains at sandwich restaurants

Although they sell a smaller proportion of sandwich orders (when compared to quickservice sandwich restaurants), midscale sandwich restaurants have seen healthy traffic gains. Between 1986 and 1989, midscale sandwich restaurant traffic advanced 39 percent, compared to 5 percent for all restaurants. Fast food sandwich restaurants (other than hamburger places) also registered large gains—traffic increased 22 percent during the three-year period.

Although there is still traffic growth at fast food hamburger restaurants, traffic gains have slowed in re-

Sandwich orders by type, 1989

Sandwiches capture a large proportion of eater occasions

Sandwich type	Percent of orders by type of restaurant: Quickservice	Midscale	Upscale
Total sandwiches*	**38%**	**21%**	**14%**
All hamburgers/cheeseburgers	22	6	5
Hamburger	12	3	2
Cheeseburger	10	2	2
Bacon cheeseburger	1	1	1
Ham and cheese	1	1	**
Steak	**	1	1
Fish/seafood	2	2	1
Chicken	3	1	1
Turkey	1	1	1
BLT/club	**	1	1
Roast beef	2	1	1
Egg/ham/chicken salad	*	1	**
Hot dog	2	2	**
Hero/sub	3	2	**
All other sandwiches	3	4	3

**may not add due to rounding*
***less than one percent*

Source: NPD/CREST Annual Household Report, 1989

cent years. Still, fast food hamburger restaurants were responsible for a large proportion of overall restaurant traffic in 1989, when 25 percent of all restaurant traffic was in a fast food hamburger restaurants and 4 percent occurred in other types of fast food sandwich restaurants.

Many sandwiches are consumed off premises

Not surprisingly, sandwiches are favored by consumers on the run. In 1988 almost half of all sandwiches (49 percent) were consumed off premises. Although the largest proportion of sandwiches was consumed at home (22 percent), sandwiches were often eaten in the car (11 percent), at work (8 percent) and at other places (8 percent). It's not surprising that sandwiches frequently ordered during the week and at lunch were also consumed more frequently at work than other sandwiches: turkey sandwiches, egg/ham/chicken-salad sandwiches, ham-and-cheese sandwiches, and nonfried seafood sandwiches.

Heroes/subs had the highest percentage of at-home consumption—41 percent—and large burgers were more likely to be eaten at home than regular-sized ones were. Nearly one-quarter of hot dogs (24 percent) were consumed at "other places," and 15 percent were eaten in the car.

Sandwiches popular with kids

Although kids younger than 18 represented 19 percent of traffic in restaurants in 1988, they accounted for 27 percent of hot-dog orders and 25 percent of hamburger orders. Conversely, although hamburgers ranked first with older consumers, mature patrons were more likely to order other kinds of sandwiches. Patrons older than 55 represented 21 percent of restaurant traffic but a smaller 17 percent of hot-dog orders and 15 percent of hamburger/cheeseburger orders, compared to 19 percent for all sandwiches.

Men were slightly more inclined to order sandwiches in restaurants (51 percent) than women were (49 percent). Men ordered hamburgers, cheeseburgers and hot dogs (52 percent) more than women did (48 percent).

Breakfast sandwiches

Although they were consumed on only 2 percent of all eater occasions in 1989, breakfast sandwiches**

*** Not included in previous discussion of statistics*

were ordered on almost one out of every four (23 percent) breakfast eater occasions, making them an important breakfast menu item. Fast food places have popularized breakfast sandwiches. In 1989 breakfast sandwiches were ordered on 3 percent of all fast food eater occasions.

According to a 1988 National Restaurant Association NPD/CREST special study, 37 percent of all breakfast sandwich orders occurred over the weekend. Breakfast sandwiches eaten off premises were most likely to be consumed in the car, perhaps by commuters on the go. Home and work site were other popular locations for off-premises breakfast-sandwich consumption.

Breakfast sandwiches were not popular with teens and young children, but they were popular with patrons 25 and older.

Regional favorites

☐ Sauerkraut on submarines is preferred by 36 percent of Midwesterners, 27 percent of Westerners, 7 percent of Northeasterners and 5 percent of Southerners.

☐ Westerners like some sizzle to their deli-meat sandwiches; one-fourth (27 percent) add hot peppers. Forty-four percent top their sandwiches with avocados.

☐ Although alfalfa sprouts came last on the list of toppings in the Northeast and South (10 percent), 37 percent of Westerners surveyed claimed it is their favorite topping.

☐ More than half of all the respondents use Dijon mustard on their pastrami; but Northeasterners add slaw and dill pickles (58 percent), while Southerners pile on mayonnaise and onions (71 percent).

☐ Only Southerners requested sauerkraut on their bologna sandwiches (16 percent), and 28 percent preferred sauerkraut on their salami sandwiches.

☐ Rye was the favorite bread in the Northeast, and ketchup was king among condiments. Almost one-quarter (24 percent) of Northeasterners added ketchup to their ham sandwiches, compared to 21 percent of Midwesterners, 16 percent of Southerners and 9 percent of Westerners.

Source: The National Livestock and Meat Board's "Sandwiches Across America" survey, 1987

Deli-meat sandwiches are popular

According to the National Livestock and Meat Board's 1987 "Sandwiches Across America" survey, 31 percent of U.S. consumers eat deli-meat sandwiches, both at home and away from home, two to three times a week. In fact, 28 percent of 18 to 34-year-old respondents ate deli-meat sandwiches more than five times a week. Ham was the nation's number-one deli-meat sandwich, with the exception of the Northeast, where the BLT ranked as the favorite sandwich. Corned beef captured third place; and pastrami, salami, bologna, submarine (ham, salami and bologna) and liverwurst were ranked fourth through eighth, respectively.

Across the country, wheat and white bread were slice to slice as the preferred sandwich bread, although rye was a close third. Bread preferences change according to the deli meat. White bread was preferred with bologna sandwiches and with BLT sandwiches, but 75 percent of the survey respondents liked rye bread with corned beef.

When it comes to dressing up deli-meat sandwiches, lettuce was first choice across the country. Mayonnaise, cheese and tomato ranked second, third and fourth, respectively. Of course, not all toppings taste good on every sandwich, so the condiment choice varied from sandwich to sandwich, region to region. For example, 91 percent of respondents consumed their ham sandwiches with cheese, whereas a BLT is most often topped only with mayonnaise.

—Elizabeth Gordon

New study on benefits for hourly employees

The new National Restaurant Association ***Survey of Benefits for Hourly Employees in Foodservice*** *contains a variety of useful data on this important topic.*

What is the typical cost of benefits for hourly foodservice employees as a percentage of payroll? Which benefit is most frequently offered to nonexempt employees in a restaurant? What changes in benefit programs are anticipated for hourly foodservice workers over the next two years? Restaurateurs faced with these types of benefit questions will find assistance in a new association study—*Benefits for Hourly Workers in Foodservice*.

Late last year the National Restaurant Association, in conjunction with the national accounting and consulting firm Laventhol & Horwath, conducted a survey on benefits that foodservice employers with estimated annual sales of $1 million or more provide to hourly employees. Results of this study allow restaurateurs to compare their benefit offerings to those of companies that have similar characteristics.

Survey results provide information on the following benefits:

- Meals
- Uniforms
- Time off
- Health insurance
- Maternity/dependent-care leave
- Insurance
- Pension/capital-accumulation plans
- Bonuses/awards
- Educational assistance.

Here are some highlights from several benefit areas covered by the association survey.

Meals

Meals are the most popular benefit provided to hourly employees in foodservice—more than 90 percent of survey respondents offer this perquisite. Among employers providing meals to hourly employees, approximately half offer meals free of charge to preparation and service employees.

In addition, more than one out of three survey participants offer hourly employees a discount for nonwork-related meals.

Vacation leave

Of the various types of leave provided to hourly employees, vacation leave is the most likely to be offered. Ninety percent of respondents reported they provide their hourly employees with paid vacation.

In order to be eligible for paid vacation, hourly employees work a median of 30 hours per week and need a median length of service of one year. Not surprisingly, the amount of vacation leave offered to hourly employees increases with length of service. For example, employees with one year of service are eligible for a median of five days' vacation leave, while employees with three years of service are eligible for a median of 10 paid vacation days. Workers with 10 or more years of service are eligible for 15 paid vacation days.

Health insurance

Medical/surgical coverage is offered to hourly foodservice workers by more than four out of five companies responding to this association survey, with median eligibility requirements of 30 hours worked per week and 13 weeks of service reported. However, it is important to keep in mind that the typical respondent to this survey reported sales of more than $1.5 million, which is nearly three times that of the average eating and drinking place firm.

Prior research conducted by the association shows that more than half of those with sales of less than $500,000—which covers 91 percent of eating and drinking

Profile of contributors

Questionnaires were distributed to a random sample of National Restaurant Association members with estimated annual sales of $1 million or more. Respondents returned 339 questionnaires. These survey respondents represented almost 20,000 units with nearly one million hourly workers and total annual sales of $15.5 billion.

The following is a profile of the typical contributor to the 1989 benefits survey:

- ☐ Operates one to five establishments
- ☐ Is a full-menu tableservice operation
- ☐ Is a private corporation
- ☐ Operates on a local basis

ing place firms—provide no health insurance for hourly or salaried employees.

Almost three out of four respondents with annual sales between $1 and $1.5 million offer medical/surgical insurance, compared with a higher nine out of 10 respondents with sales of $15 million and more. Of the respondents that offer medical/surgical coverage, 90 percent pay all or part of the individual's premium.

In addition, almost half of the survey participants offer a dental plan to their eligible hourly employees, and two out of three offer a prescription plan.

401(K) plan

Almost one in four respondents reported that they offer their hourly employees a 401(K) plan. Median eligibility requirements for this capital-accumulation plan are 24 hours worked per week and one year of company service.

Of respondents that offer a 401(K) plan, almost two out of three reported a matching company contribution. The median matching company contribution for each dollar an employee contributes is 30 cents.

Educational assistance

Educational assistance for hourly workers is offered by more than one out of three respondents. Eligibility requirements are a median of 26 weeks of service and 30 hours worked per week. Of respondents offering educational assistance, 64 percent reimburse 100 percent of tuition costs.

Other noteworthy benefits

Survey respondents were given the opportunity to indicate any other noteworthy benefits their companies provided voluntarily. Parties, such as a company annual event, were most frequently mentioned, as were other food-related benefits. Financial benefits, such as good-attendance bonuses and sales-based bonuses, were also popular, as were profit-sharing programs, merchandise discounts and trips.

Cost of benefits

Survey respondents were asked to estimate their company's total annual cost of mandated and voluntary benefits for hourly employees. Mandated-benefit costs include Social Security, workers' compensation, unemployment compensation and other expenses.

One helpful financial tool in examining benefit costs is the ratio of the total cost of benefits to the total cost of payroll. For survey respondents providing both benefit and payroll figures for hourly employees, median benefit costs were 18 percent of payroll cost. Foodservice contractor respondents reported a median cost of benefits as a percentage of payroll of 20 percent, while franchise operators posted a lower ratio of 16 percent.

—*Hudson Riehle*

Cost of hourly benefits as a percentage of hourly payroll*

Total	Cost of benefits as a percentage of payroll
Type of restaurant	
☐ Full-menu tableservice	18%
☐ Limited-menu tableservice	16
☐ Limited-menu, no tableservice	15
☐ Cafeteria	21

**for respondents providing total annual cost of benefits and total annual payroll for hourly employees*

Source: National Restaurant Association, *Survey of Benefits for Hourly Employees in Foodservice—1989, 1990*

☐ Employs more than 100 hourly workers
☐ Has annual sales of more than $1.5 million

How the benefits are analyzed

Benefits covered by the survey are analyzed by each of the following categories and breakouts:

☐ Type of restaurant
- Full-menu tableservice
- Limited-menu tableservice
- Limited-menu, no tableservice
- Cafeteria

☐ Number of establishments
- 5 or fewer
- 6 to 15
- 16 to 30
- 31 or more

☐ Annual sales volume
- $1,000,000 to $1,499,999
- $1,500,000 to $4,999,999
- $5,000,000 to $14,999,999
- $15,000,000 and more

☐ Number of hourly employees
- Fewer than 100
- 100 to 349
- 350 to 999
- 1,000 or more

☐ Annual payroll for hourly employees
- Less than $500,000
- $500,000 to $1,499,999
- $1,500,000 to $2,499,999
- $2,500,000 and more

☐ Scope of operation
- Local
- One or two states
- Regional
- National
- International

☐ Type of organization
- Foodservice contractor
- Franchise operation

The top five changes in hourly benefit programs

Made in 1989

☐ Changed health-insurance carrier
☐ Increased employee contribution
☐ Added 401(K) plan
☐ Increased eligibility requirements
☐ Increased deductible levels

Planned for next two years

☐ To institute a flexible benefits/cafeteria plan
☐ To add a 401(K) plan
☐ To offer a child-care allowance/referral system
☐ To review health-insurance plan
☐ To increase health-insurance deductible

Source: National Restaurant Association, *Survey of Benefits for Hourly Employees in Foodservice—1989, 1990*

To order the benefits study

Benefits for Hourly Employees in Foodservice (CS215) will be available this month to association members for $35 and to nonmembers for $70 (overseas orders require a 20 percent surcharge). All orders must be prepaid.

Send a check or money order to the National Restaurant Association Publications Department, 1200 Seventeenth St. N.W., Washington DC 20036. For credit-card orders, call the association's information services at 1-800-424-5156 or (202) 331-5960.

The foodservice industry 1988: a brief review

*For the 21st consecutive year, the National Restaurant Association has prepared information on the size and scope of the foodservice industry, including sales, purchases and unit counts for major market segments as well as alcoholic-beverage sales. The figures and analyses reported here provide a summary of the industry's performance during 1988.**

1988 foodservice industry sales topped $214.0 billion, a 7.1 percent increase from the $199.8 billion sales posted in 1987. After adjusting for inflation, sales for foodservice rose 2.8 percent, making 1988 the eighth consecutive year of real sales growth in the foodservice industry. Growth for the industry was below advances in the Gross National Product (GNP), which posted a 4.4 percent rise in 1988.

The proportion of the food dollar spent on food away from home continued to climb in 1988, reaching 42.7 percent—up from 42.1 percent in 1987. The proportion of disposable personal income allocated to meals and snacks prepared away from home experienced a marginal decline, falling from 5.59 percent in 1987 to 5.56 percent in 1988.

The Foodservice Market Measure will return next month in *Restaurants USA* and include monthly data from January–June 1990 without any loss of continuity.

Although foodservice industry sales and the proportion of the food dollar spent on food away from home increased, **menu prices** as measured by the Consumer Price Index (CPI) for food away from home advanced at virtually the same rate in 1988 as in 1987—4.1 percent compared with 4.0 percent.

Commercial Foodservice Group sales grew 7.4 percent from 1987 to reach $189.4 billion in 1988. This advance amounted to $5.4 billion in real (inflation-adjusted) terms and accounted for 95.7 percent of total real growth. Commercial foodservice sales contributed 88.5 percent to total foodservice sales.

In the Commercial Foodservice Group, **eating place sales** accounted for 73.2 percent of sales, posting revenues of $138.7 billion—up 7.5 percent from 1987. After adjusting for inflation, eating-place sales posted a healthy 3.3 percent advance from 1987 and accounted for 75.5 percent of real foodservice industry sales growth in 1988.

Limited-menu (fast food) **restaurants sales** reached $61.3 billion in 1988, an 8.8 percent increase over 1987. Sales at fast food restaurants accounted for 28.6 percent of total industry food and drink sales in 1988, nearly double the figure reached in 1970. In addition, limited-menu restaurants contributed 44.2 percent of eating-place sales.

Foodservice sales at restaurants and lunchrooms totaled $69.6 billion in 1988, a 6.4 percent increase from 1987. After adjusting for inflation, sales at restaurants and lunchrooms grew 2.1 percent, less than the 4.4 percent rise in disposable personal income. Strong growth in consumer expenditures on durable goods (6.2 percent in inflation-adjusted terms) held down sales advances at restaurants.

Passenger and cargo lines recorded the largest increase in foodservice sales among industry segments, growing 15.9 percent. Market expansion with shorter, less expensive cruises as well as increases in berth capacity are likely to keep the cruise-line market growing strong. Other segments that posted double-digit sales growth between 1987 and 1988 include railroads (15.3 percent), gasoline service stations (13.6 percent), in-transit (airline) contractors (12.8 percent), contractors at colleges and universities (11.0 percent) and contractors at manufacturing and industrial plants (10.3 percent).

Institutional foodservice sales climbed 5.0 percent from 1987 to $23.6 billion in 1988. Of the institutional segments, transportation foodservice posted the largest gain, up 11.1 percent. Institutional transportation sales were helped by large sales advances in cruise and cargo lines, railroads and airlines. Sales advances were also recorded in educational and hospital foodservice.

Food and drink sales for the **Military Foodservice Group** increased 3.3 percent to $1.0 billion in 1988. Declines in active-duty troops and in the number of officers were offset by upgraded foodservice facilities and higher-quality offerings.

***The statistical information and analyses for the National Restaurant Association's study on the size and scope of the foodservice industry in 1988 were prepared in consultation with the research firm of Malcolm M. Knapp, Inc.**

To order the report

Members of the National Restaurant Association can get up to five free copies of the detailed report, *Foodservice Industry 1988 in Review*. Each additional copy costs $10. The cost to nonmembers is $20. All orders must be prepaid.

To order, send your request to the association's publications department, 1200 Seventeenth St. N.W., Washington DC 20036.

Credit-card orders are accepted over the phone for orders of $10 or more. Call the association's information services and library between 9 a.m. and 5 p.m. (Eastern Daylight Time) at 1-800-424-5156 or (202) 331-5960.

Estimated food and drink sales and purchases, 1988

# of units	Type of establishment	Estimated food and drink sales (000) 1987	Estimated food and drink sales (000) 1988	Percent gain (loss)	Estimated food and drink purchases (000) 1988
	Group I: Commercial Foodservice[1]				
	Eating places				
130,566[2]	Restaurants, lunchrooms	$ 65,389,229	$ 69,574,140	6.4%	$ 23,816,202
135,227	Limited-menu restaurants	56,359,221	61,318,832	8.8	19,764,285
7,162	Commercial cafeterias	3,738,014	3,951,080	5.7	1,405,323
4,262	Social caterers	1,766,458	1,934,272	9.5	655,283
8,899	Ice cream, frozen custard stands	1,735,592	1,891,795	9.0	533,486
286,116	**Total—Eating places**	**$128,988,514**	**$138,670,119**	**7.5%**	**$46,174,579**
32,308[3]	Bars and taverns	$ 8,771,229	$ 8,929,111	1.8%	$ 414,088[4]
318,424	**Total—Eating and drinking places**	**$137,759,743**	**$147,599,230[5]**	**7.1%**	**$46,588,667**
	Food contractors				
	Manufacturing and industrial plants	$ 3,041,957	$ 3,356,495	10.3%	$ 1,424,698
	Commercial and office buildings	1,063,465	1,134,717	6.7	482,811
	Hospitals and nursing homes	1,348,436	1,436,074	6.5	521,223
	Colleges and universities	2,057,454	2,283,774	11.0	708,152
	Primary and secondary schools	988,436	1,056,638	6.9	433,222
	In-transit foodservice (airlines)	1,067,654	1,204,892	12.8	578,348[6]
	Recreation and sports centers	1,508,072	1,598,556	6.0	503,545
15,739[7]	**Total—Food contractors**	**$ 11,075,474**	**$ 12,071,146**	**9.0%**	**$ 4,651,999**
	Lodging places				
16,338	Hotel restaurants	$ 10,263,299	$ 11,078,650	7.9%	$ 3,443,329
1,807	Motor hotel restaurants	789,780	834,008	5.6	261,777
8,906	Motel restaurants	1,274,954	1,339,977	5.1	438,249
27,051	**Total—Lodging places**	**$ 12,328,033**	**$ 13,252,635**	**7.5%**	**$ 4,143,355**
	Retail hosts				
10,468	Drug and proprietary store restaurants	$ 458,770	$ 466,569	1.7%	$ 162,366
1,562	General merchandise store restaurants	72,303	76,207	5.4	26,063
4,932	Department store restaurants	1,145,379	1,206,265	5.3	419,780
3,651	Variety store restaurants	238,504	238,981	0.2	83,165
4,155	Food stores (except grocery)	204,962	214,390	4.6	64,746
44,244	Grocery store restaurants	3,421,781	3,738,765	9.3	1,233,792
33,132	Gasoline service stations	1,733,264	1,968,988	13.6	649,766
8,525	Misc. retail (liquor, cigar, etc.[8])	552,031	600,058	8.7	189,018
110,669	**Total—Retail hosts**	**$ 7,826,994**	**$ 8,510,223**	**8.7%**	**$ 2,828,696**
	Recreation and sports foodservice				
2,785	Drive-in movies	$ 253,810	$ 263,285	3.7%	$ 76,353
3,814	Bowling lanes	754,238	779,882	3.4	260,480
N/A	Recreation and sports centers	1,204,873	1,324,155	9.9	417,109
6,599	**Total—Recreation and sports foodservice**	**$ 2,212,921**	**$ 2,367,322**	**7.0%**	**$ 753,942**
	All other foodservice				
3,088	Vending and non-store retailers[9]	$ 4,551,070	$ 4,937,911	8.5%	$ 1,491,249
1,646	Mobile caterers	664,722	707,929	6.5	217,334
4,734	**Total—All other foodservice**	**$ 5,215,792**	**$ 5,645,840**	**8.2%**	**$ 1,708,583**
483,216	**Total—Group I**	**$176,418,957**	**$189,446,396**	**7.4%**	**$60,675,242**

Footnotes

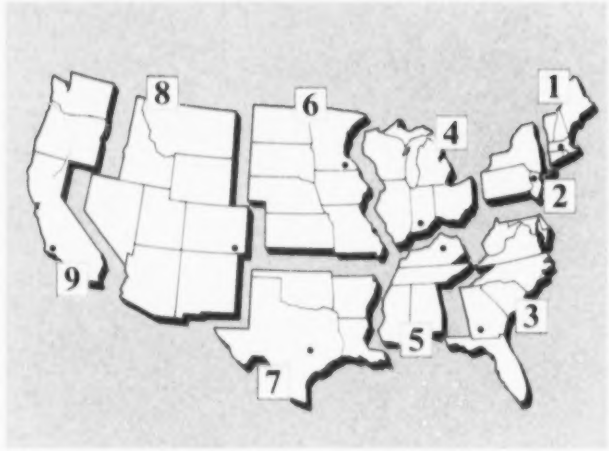
1. Data are given only for establishments with payroll.
2. Figures are latest census-area reports or merchandise-line detail counts or updates when reliable data become available.
3. Unit count includes only those establishments serving food; however, sales figure is for all bars and taverns with payroll.
4. Food only. Cost of alcoholic beverages totaled $2,812,670,000.
5. Food and drink sales for nonpayroll establishments totaled $4,021,475,000, with eating places accounting for $2,994,651,000 and drinking places, $1,026,824,000.
6. Food purchases only.
7. Individual businesses, not locations. Contract feeders are included in eating place totals in all Bureau of Census publications although their sales volume figures are significantly understated.
8. Includes SIC 59 except 591 and 596.
9. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.
10. School lunch commodities furnished in the calendar year 1988under Secs. 6, 32 and 416 were worth $791,180,257. In addition, 192,515,366 half-pints of milk worth $18,868,721 were supplied.
11. Total number of colleges and universities that have foodservice whether contracted or not.
12. Represents sales or commercial equivalent to employees.
13. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.
14. All 50 states plus the District of Columbia.

*** These institutions make no charge for food served.

Estimated food and drink sales and purchases, 1988

# of units	Type of establishment	Estimated food and drink sales (000) 1987	Estimated food and drink sales (000) 1988	Percent gain (loss)	Estimated food and drink purchases (000) 1988
	Group II: Institutional Foodservice—Business, educational, government or institutional organizations that operate their own foodservice				
	Employee foodservice				
3,309	Industrial and commercial organizations	$ 1,679,601	$ 1,657,766	−1.3%	$ 712,590
353	Seagoing ships (1,000+ tons)	34,920	37,120	6.3	22,272
4,248	Inland waterway vessels	261,751	284,785	8.8	170,871
7,910	**Total—Employee foodservice**	**$ 1,979,272**	**$ 1,979,671**	**0.2%**	**$ 905,733**
	Educational foodservice				
93,009	Public and parochial elementary and secondary schools (91,493) national school-lunch programs[10]	$ 3,189,407	$ 3,346,809	4.9%	$ 3,249,192
1,074	Public colleges and universities[11]	2,268,696	2,377,593	4.8	915,511
1,701	Private colleges and universities[11]	1,083,512	1,158,274	6.9	493,031
2,775	Total college	3,352,208	3,535,867	5.5	1,408,542
95,784	**Total—Educational foodservice**	**$ 6,541,615**	**$ 6,882,676**	**5.2%**	**$ 4,657,734**
	Transportation foodservice				
63	Passenger/cargo liners	$ 250,867	$ 290,754	15.9%	$ 159,915
67	Airlines	579,800	629,663	8.6	313,893
2	Railroads	54,750	63,125	15.3	29,191
132	**Total—Transportation foodservice**	**$ 885,417**	**$ 983,542**	**11.1%**	**$ 502,999**
	Hospital foodservice				
4,032	Voluntary and proprietary hospitals	$ 5,385,630	$ 5,686,630	5.6%	$ 2,274,652
1,501	State and local short-term hospitals[12]	790,594	832,266	5.3	537,857
859	Long-term, general, TB and psychiatric hospitals	854,065	890,425	4.3	356,170
342	Federal hospitals[12]	405,802	416,885	2.7	313,070
6,734	**Total—Hospital foodservice**	**$ 7,436,091**	**$ 7,826,206**	**5.2%**	**$ 3,481,749**
29,169	Nursing homes; homes for the aged, blind, orphans, mentally and physically handicapped[13]	$ 3,224,663	$ 3,402,019	5.5%	$ 2,090,064
	Miscellaneous foodservice				
10,310	Clubs	$ 1,743,019	$ 1,809,254	3.8%	$ 683,368
2,806	Sporting and recreation camps	134,738	146,730	8.9	88,038
15,473	Community centers	487,558	532,901	9.3	628,823
N/A	Convents and seminaries	***	***	***	78,017
28,589	**Total—Miscellaneous foodservice**	**$ 2,365,315**	**$ 2,488,885**	**5.2%**	**$ 1,478,246**
	Penal institutions				
791	Federal and state prisons	***	***	***	$ 569,592
3,338	Jails	***	***	***	439,005
4,129	**Total—Penal institutions**	***	***	***	**$ 1,008,597**
172,447	**Total—Group II**	**$ 22,429,373**	**$ 23,562,999**	**5.0%**	**$14,125,122**
655,663	**Total—Groups I and II**	**$198,848,330**	**$213,009,395**	**7.1%**	**$74,800,364**
	Food furnished to foodservice employees in Groups I and II	***	***	***	$ 4,834,729
655,663	**Total—Groups I, II and FSE**	**$198,848,330**	**$213,009,395**	**7.1%**	**$79,635,093**
	Group III: Military Foodservice				
N/A	Defense personnel	***	***	***	$ 2,088,786
700	Officers' and NCO clubs ("open mess")[14]	$ 633,471	$ 659,443	4.1%	221,936
556	Military exchange foodservice	331,653	337,954	1.9	126,091
1,256	**Total—Group III**	**$ 965,124**	**$ 997,397**	**3.3%**	**$ 2,436,813**
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Source: National Restaurant Association; Malcolm M. Knapp, Inc.



1 NEW ENGLAND

Location: Springfield, MA
Association member: Jim Scott
Operation: Holiday Inn—Springfield
Profile: Midscale hotel restaurant
In business: 4 years
Seats: 144
Meals served: Breakfast, lunch, dinner

"Business could be a lot better," says interim manager **Jim Scott** of the Holiday Inn in Springfield. The sagging New England economy has hit Massachusetts hard, and most Springfield businesses are feeling it. "Anybody who tells you that business around here is good is lying," says Scott.

Located on a twelfth-floor rooftop overlooking the city, this restaurant in the past has relied on hotel guests for most of its traffic. However, Scott says it has now begun to reach out to locals in an effort to build customer counts. With ads in print and on the radio, the restaurant is trying to accent its appeal as a family-value restaurant. A recent Sunday promotion featured a limited menu for adults and a special menu aimed at children. "It's priced so that a family of five can get out of here for less than 50 bucks," says Scott.

2 MID-ATLANTIC

Location: Little Falls, NJ
Association members: Larry and Lou Coppa
Operation: Pizza 46
Profile: Pizza restaurant and delivery
In business: 4 years
Seats: 40
Meals served: Lunch, dinner

"The place is always packed," says **Larry Coppa,** referring to Pizza 46, which he owns and operates with his twin brother Lou. "We sell about 2,000 pizzas a week." Located in a town of 6,000 people, the restaurant has to compete with national pizza chain units, but Coppa says his pizza and service give people reason to order from Pizza 46. "We use old-fashioned brick ovens and hand-tossed pizza, and we deliver within 30 to 45 minutes," says Coppa. Coppa describes his Little Falls customers as representative of "middle America."

About half of the restaurant's business comes from eat-in customers and about half from delivery. In addition to serving Little Falls, Pizza 46 draws customers from nearby West Paterson.

Pizza 46 distinguishes itself with a number of specialty pies, including Jersey fresh tomato, broccoli and five-cheese pizza. "We started the five-cheese pizza in this area," says Coppa. "In fact, we call our place 'The Home of the Five-Cheese Pizza.' "

3 SOUTH ATLANTIC

Location: Perry, GA
Association member: Keevin Griffin
Operation: Ye Olde Smokehouse Bar-B-Q
Profile: Quickservice drive-thru and catering
In business: 4 years
Seats: Patio seating only
Meals served: Lunch, dinner

The town of Perry is gearing up for the opening of the Georgia state fair in October, a new annual event that may bring Ye Olde Smokehouse a fresh batch of tourist customers. Situated in the middle of the state, Perry has also seen the opening of three large factories that have brought new workers to the region. Owner and operator **Keevin Griffin** relies on word-of-mouth advertising to bring in a steady stream of business.

Tourists provide a big boost in sales during summer months, and Griffin says his family-run business will provide food for a number of company picnics this year. "We do a lot of catering," says Griffin. "That's about 50 percent of our business."

Ye Olde Smokehouse serves traditional barbecued fare, including beef, pork, ribs and chicken. "The sauce," says Griffin, "is cooked from a family recipe that's about 50 years old."

4 EAST NORTH CENTRAL

Location: Evansville, IN
Association member: Chris Howard
Operation: Cork 'N Cleaver
Profile: Upscale steak and seafood restaurant
In business: 15 years
Seats: 96
Meals served: Lunch, dinner

Traffic has been up in recent months at the Cork 'N Cleaver restaurant in Evansville, Indiana. Manager **Chris Howard** says that the restaurant's participation in a dining-club card promotion has boosted customer counts. "Customers buy the card for a flat rate, and then they get a free entree when they purchase one at any of about 15 area restaurants," says Howard. "It's a break-even thing for us in the near term, but it gives us a lot of exposure."

With entrees priced from $10 to $25, the restaurant is upscale, but still value-oriented. "Evansville is a conservative midwestern town of about 200,000. People here are very value-oriented," says Howard. "In fact, many companies use this city as a test market for products they hope to market to middle America."

Howard attributes Cork 'N Cleaver's success to a long history of consistency and prominence in the community. "It seems like everybody in this town got engaged here, had their first date here or came here for the prom," he says.

5 EAST SOUTH CENTRAL

Location: Lexington, KY
Association member: Tom Murphy
Operation: Sigee s restaurant at the Hotel Harley
Profile: Upscale hotel restaurant

In business: 10 years
Seats: 85, plus 50 in lounge
Meals served: Breakfast, lunch, dinner

Lexington is horse country, and July horse sales bring an international clientele to the Hotel Harley and its restaurant, Sigee's. Agents have been known to spend upwards of $10 million in purchasing a single racehorse, according to **Dean Malthouse,** assistant director of food and beverage. A meal at Sigee's is considerably less expensive; entrees are priced in the $13 to $15 range.

Located at the north end of Lexington, near several horse farms, Sigee's was once one of the only hotel dining choices in the area. Recently, however, the field has become crowded. Hotels, fast food restaurants and sit-down dinner houses all compete with Sigee's, which Malthouse describes as a "casually elegant" restaurant. "It's upscale food without the white tablecloth," he says.

In response to the competition, Sigee's was recently remodeled, and promotional efforts have been stepped up, including the canvassing of local businesses for banquet customers.

6 WEST NORTH CENTRAL

Location: Rochester, MN
Association member: Rita Letsos
Operation: Zorba's Greek Restaurant
Profile: Midscale ethnic restaurant
In business: 3 years
Seats: 48
Meals served: Lunch, dinner

Zorba's is still in a transition phase after changing locations last August. "Our new location is a little farther from the Mayo Clinic," says **Rita Letsos,** who owns and operates the authentic Greek restaurant with her Greek husband, Louis. "To get our volume up, I'm going to have to go after the local market more and rely on transient business less."

Although Rochester has a population of only 70,000, it is a highly competitive restaurant town because of the large number of people passing through. "Every week, 5,000 to 6,000 people come through here because of the Mayo Clinic," says Letsos. "I've really noticed the saturation of fast food outlets, and it's affecting our lunch business. It seems like everyone's offering a two-for-one of some kind."

Refusing to enter the discount wars, Letsos is staying profitable by practicing stringent portion control and by promoting Zorba's catering service.

7 WEST SOUTH CENTRAL

Location: Austin, TX
Association member: Mark Nemir
Operation: Martin's Place
Profile: Drive-in restaurant
In business: 65 years
Seats: 125
Meals served: Lunch, dinner

An Austin institution for 65 years, Martin's Place attracts a diverse crowd. "We welcome all kinds," reports manager **Tonda Coleman.**

Martin's Place is an old-fashioned drive-in that still provides curb service to patrons who drive up for a burger, fries and shake. "It's pretty much just like it was in 1926," says Coleman. "Everything here is made from scratch. There aren't any soybeans in these burgers."

College students from the University of Texas provide a solid customer base during the fall and spring. "The students need a place where they can eat fast and cheap," says Coleman. Families predominate in the summer. "Kids love this place," she says.

8 MOUNTAIN

Location: Cheyenne, WY
Association members: Paul Smith, Keith Sperle, Gary Scott
Operation: Hitching Post Restaurants
Profile: Hotel coffeeshop, steak and seafood restaurant, upscale dinnerhouse
In business: 45 years
Total seats: 280
Meals served: Breakfast, lunch, dinner

The restaurants at the Hitching Post Hotel are gearing up for a better-than-usual tourist season this summer, as travelers come to celebrate Wyoming's centennial. **Sean Luebbers,** assistant food and beverage director, says tourists are often surprised when they dine at the upscale Carriage Court restaurant. "Travelers find it amazing that we have such an eclectic menu," says Luebbers. Specialties include numerous veal dishes, lamb and a popular Indonesian rice dish called *nasi gareng,* as well as a 350-item wine list.

Part of a hotel complex that includes three restaurants, Carriage Court and its sister restaurants rely on both tourist traffic and a local clientele attracted by promotions advertised via radio, television and newspaper.

Cheyenne, Wyoming's state capital, is located at the crossroads of Interstates 80 and 25, making it a major stopover point for tourists who visit the nearby parks and the Rocky Mountains.

9 PACIFIC

Location: Hollywood, CA
Association members: Edith Carissimi, Rose M. Keegel
Operation: Musso & Frank Grill
Profile: Upscale restaurant
In business: 71 years
Seats: 285
Meals served: Breakfast, lunch, dinner

In spite of its decaying neighborhood surroundings, the Musso & Frank Grill on Hollywood Boulevard is still doing a good business. Tradition is the key for this landmark restaurant that has served silver-screen stars from Charlie Chaplin to Madonna. Knowledgeable tourists from Japan, Europe and the United States still seek out the Musso & Frank Grill for its quality food, menu and service.

Featured items on the restaurant's continental menu include homemade chicken pot pie and the "flannel cake," a signature breakfast item that is "thin like a piece of flannel" and served three deep with melted butter and syrup.

Owners **Edith Carissimi** and **Rose M. Keegel** are descendants of the restaurant's founders, who started the historic Hollywood operation before motion picture "talkies" were developed.

—Paul Moomaw

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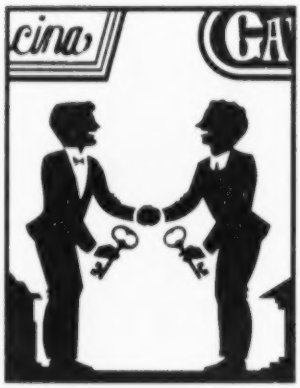

Two Washington DC restaurants found a novel way to solve their space problems—switching locations. Galileo, an upscale Italian restaurant, was doing a booming business at its old location—too booming, in fact. It had so many customers waiting for its 50 seats that sometimes people were seated in the kitchen.

The midscale Italian eatery, Mondo Cucina, on the other hand, didn't need all of its 80 seats. It did, however, want a more competitive location. After comparing notes, the owners decided to swap addresses. It's still unclear whether customers will make the switch, too.

—The Washington Times

Coin-operated pizzeria

A new player has come to the front lines of the pizza wars. Edible Technology, Inc. of Sunnyvale, California, manufactures "Anytime Pizza," an automated pizza maker that can be placed in movie theaters, convenience stores or anywhere vending machines might go. The customer simply pushes a button and the machine cranks out a crust, squirts on sauce, adds the chosen toppings and bakes the pizza.

Judging from the attention it got at this year's Show, the Anytime Pizza also has entertainment value. Attendees crowded around the machine, which made its debut on the Show floor, and peered through the glass panel to watch the pizzas in the making.

—Entrepreneur

A striking combination

In Arcola, Illinois, a town of 3,000, you can see bowling shirts and three-piece suits at the local bowling alley. That's because the bowling alley doubles as a gourmet dining spot, called the French Embassy.

Owner and chef Jean-Louis Lendent, a native of Belgium, bought the restaurant/bowling alley last year and introduced his French recipes. Although it took some time for townspeople to catch on to the idea of ordering *saute de porc au vin de Bordeaux* while at the lanes, the restaurant has gained a following among nonbowlers looking for an adventure in French cuisine. To keep everyone happy, Lendent hired cooks for an American-style snackbar adjacent to the alleys. But he notes that more and more bowlers are stopping to try the French offerings after their games.

—Chicago Tribune

Videos nab drunk drivers

Police in several U.S. towns are videotaping suspected drunk drivers—and are getting high conviction rates as a result. The program, which is cosponsored by the Aetna insurance company and Mothers Against Drunk Driving (MADD), places video cameras on the dashboards of cruisers. Patrol officers who witness suspicious driving behavior can simply switch on the cameras and record the evidence. They are also filming field sobriety tests. Police say that when defense attorneys are shown the tapes, they advise their clients to plead guilty.

A recent decision by the U.S. Supreme Court upholding the use of video cameras during routine questioning has strengthened this new police tactic.

Whether this new method of collecting evidence to convict drunk drivers will affect the restaurant industry remains to be seen, but one scenario could include police officers videotaping drivers after they have left a restaurant or bar, which could increase liability concerns.

—The Washington Times

It oughta be a law

Restaurateurs frustrated by the lack of recourse in dealing with no-shows have fantasized about taking the offenders to court. It may not be as far-fetched a notion as some might think. In fact, a restaurateur in London sued a group that failed to honor its reservation and won the case. The solution, albeit a bit drastic, just might work in this country, says Jon P. McConnell, professor of accounting and business law at Washington State University-Pullman.

McConnell says the reservation to dine possesses all of the traits that make up a legal contract, including offer, acceptance and consideration. McConnell claims that customers can be held accountable for any losses sustained due to their nonappearance—for example, the costs of turning away other parties while holding a table or for throwing away excess food ordered for a large party that doesn't show.

McConnell argues that although restaurants would very likely be successful in recovering damages, taking legal recourse is expensive and time-consuming. He recommends taking no-shows to court only in the case of a heavy loss.

—Cornell H.R.A. Quarterly

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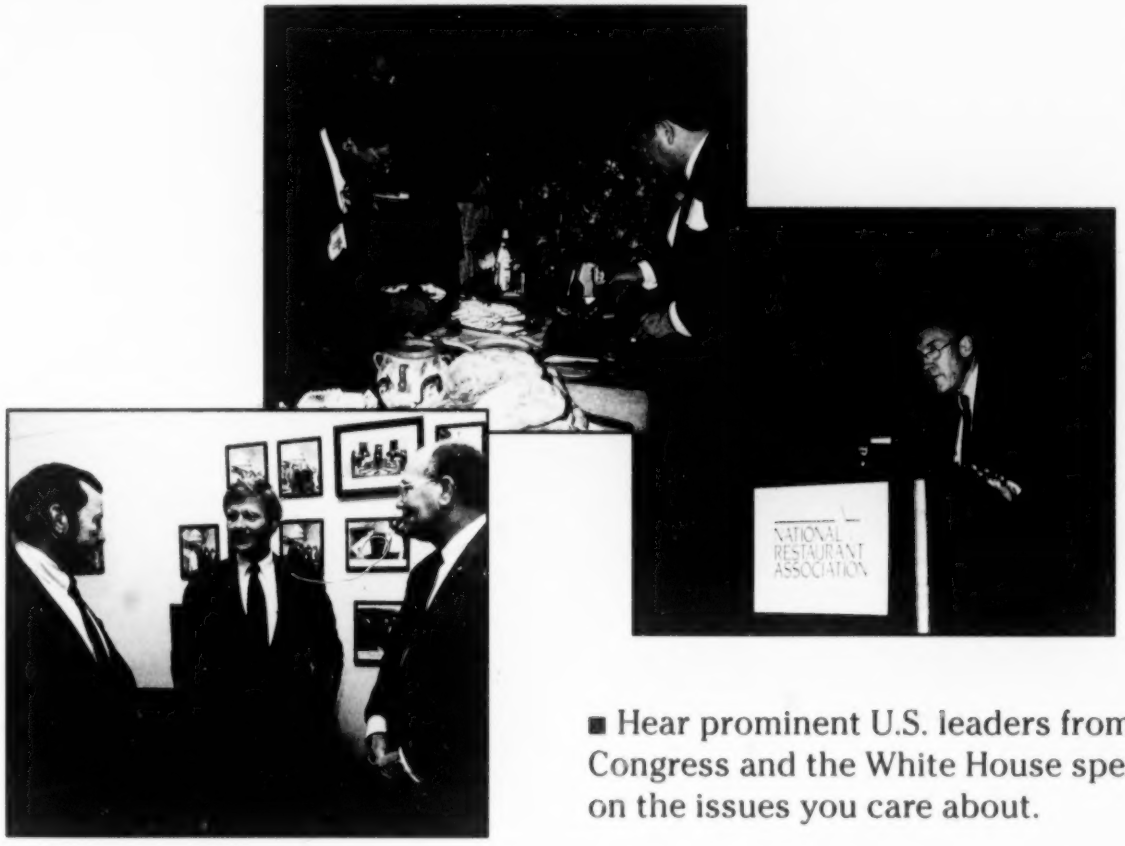

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